

DELAWARE



SMALL BUSINESS RESOURCE

The Small Business Jobs Act: Putting America Back to Work

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2011-2012 DELAWARE

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Making dreams come true at home and at work

BUSINESS

Small Business Loans
SBA Loan Products
Business Checking
Business Support Services
Free Employee Benefits

PERSONAL

Checking
Savings
Club Accounts
Youth Accounts
Personal Loans
Vehicle Loans
Mortgages
Money Market
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IRA



FREE

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FROM THE ADMINISTRATOR



Entrepreneurs and small business owners like you continue to create jobs and drive our economy forward. This resource guide has everything you need to know about the tools and resources that SBA has to offer: from getting an SBA

loan, to securing a federal contract, to using our extensive network of 14,000 SBA-affiliated counselors. Through these “3 Cs” of capital, contracts and counseling, we help thousands of people every day.

The new Small Business Jobs Act that President Obama signed a few months ago strengthens SBA’s efforts in each of these areas. For example, we permanently raised the top SBA loan sizes in our two most popular programs from \$2 million to \$5 million. Also, the Jobs Act strengthens the federal government’s ability to ensure that more small businesses can compete for federal contracts on a level playing field.

In addition, we recently overhauled www.sba.gov. Now you can find information about SBA programs more quickly than ever before. At the same time, we beefed up our social media

presence. I encourage you to check out the latest SBA news by joining our communities on Facebook, Twitter and YouTube. Through these new online tools, we are more directly engaged in a dialogue with the small business community to learn how SBA can do even more to help you grow your business.

The fact is, about two of every three jobs created in America each year come from small businesses, and more than half of working Americans own or work for a small business. With your help, we can make sure the SBA is meeting its mission and that small businesses like yours will continue to grow and lead our nation to full economic recovery, as they’ve done throughout U.S. history.

If you have any questions that aren’t answered in this guide, please go to www.sba.gov, or call or walk in to your local district office. We stand ready to help you in whatever way we can.

Warm regards,

Karen G. Mills

Administrator

Small Business Administration

About the SBA

www.sba.gov

Your Small Business Resource

Every year, the U.S. Small Business Administration and its nationwide network of partners help millions of potential and current small business owners start, grow and succeed.

Resources and programs targeting small businesses provide an advantage necessary to help small businesses compete effectively in the marketplace and strengthen the overall U.S. economy.

SBA offers help in the following areas:

- *Counseling*
- *Capital*

- *Contracting*
- *Disaster Assistance*
- *Advocacy and the Ombudsman*

Visit SBA online at www.sba.gov for 24/7 access to small business news, information and training for entrepreneurs.

All SBA programs and services are provided on a nondiscriminatory basis.

For Small Business with Big Ambitions.



LOANS UP TO \$5,000,000 TO:

- Construct, Expand or Renovate Facilities
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- Purchase Equipment and Fixtures
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FROM THE REGIONAL ADMINISTRATOR



Greetings!

The U.S. Small Business Administration has many programs and services available to business owners and entrepreneurs. This resource guide is a

perfect example. It highlights the tools SBA has to help you start or build your business, create jobs and drive our economy forward. The resource guide outlines how the SBA works to accomplish its mission through the “three Cs” - capital, contracts, and counseling. Over the past two years, we’ve been working very hard in all three areas.

At the SBA, we know that two out of every three jobs created in America come from small businesses, and more than half of all working Americans either own or work for a small business. The SBA is committed to President Barack Obama’s mandate to **“Startup America”** by helping small businesses start, grow and succeed.

The President has taken important steps to assist small business owners and the hard working people they employ by reducing taxes, encouraging investment, and removing obstacles to growth. Karen Mills, as Administrator of the SBA, embraces the President’s small business agenda, recognizes the challenges entrepreneurs face, and understands the importance of small business as the engine of our economy.

In fact, from the **Affordable Care Act** to the **American Recovery and Reinvestment Act** and the **Small Business Jobs Act**, we have recently seen the most significant small business legislation in over a decade.

Through the **Recovery Act** and the **Small Business Jobs Act**, SBA helped put more than \$42 billion in lending support in the hands of small business owners. Through a network of 14,000 SBA-affiliated counselors, every day thousands of small businesses receive assistance with everything from creating a startup to succession planning. The SBA also works to insure that small businesses earn their fair share of federal contracts through SBA’s business development and certification programs.

I believe it is our entrepreneurs and small business owners that will drive America’s ability to innovate and stay competitive across the globe. If you have any questions or want additional information, please visit our website, call us, or pay a visit to your local district office. We are ready to help in any way possible.

Warm regards,

A. John Shoraka
Regional Administrator
U.S. Small Business Administration
Region III

Protect yourself. Incorporate and save.

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DELAWARE

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Rules For Success

Like today's small businesses, large corporate success stories started with only an entrepreneur and a dream.

It is my pleasure to present the U.S. Small Business Administration's 2011-2012 Delaware Small Business Resource Guide — your one-stop information resource for starting and expanding your business.

Small businesses are the backbone of our nation's economy. In fact, America was built on the shoulders of small business. For almost 60 years the SBA has helped entrepreneurs nationwide achieve the American Dream. Companies like Apple, Intel, Federal Express, Nike, Ben & Jerry's, Outback Steakhouse, Black Enterprise Magazine, Staples, Columbia Sportswear, RadioOne, Yankee Candle, Under Armour and Callaway Golf all began with an entrepreneur, a dream and assistance from the SBA. Now it is your turn to discover how the SBA and its resource partners can help you realize your American Dream.

The recent economic recession has been especially difficult for small business. Whether you are a start up or an existing business, always remember that you are not alone. From cash flow analysis to accessing capital and from restructuring operations to identifying new revenue streams, the SBA and its resource partners offer a wide variety of programs and services to help you survive and thrive. The SBA is in your corner at every stage of your business growth. Our financing typically ranges from \$5,000 to \$5 million, helping you to meet a wider range of small business needs.

This guide provides valuable information about starting and growing a business, securing financing, complying with government

regulations, accessing federal contracts, and locating local sources of assistance. Another valuable resource is SBA's online training center located on the main page of the SBA website — www.sba.gov.

I encourage you to take advantage of the counseling and technical assistance offered by the SBA's resource partners, the Small Business Technology & Development Center, SCORE and the YMCA Delaware Center for Women's Entrepreneurship, as well as the financial and technical assistance offered by our microlender, First State Community Loan Fund. Our lending partners and certified development companies are another vital link to our economic development efforts in Delaware. Working together, we are building Delaware's communities one small business at a time.

Our staff is proud to be in your corner as you start and grow your business. Please do not hesitate to contact the SBA Delaware District Office at 302-573-6294 or visit our website at www.sba.gov/de. Best wishes for your small business success!

Yours truly,

Jayne Armstrong

*District Director of
SBA's Delaware District Office
jayne.armstrong@sba.gov*

Doing Business in Delaware

2010 Small Business Week Award Winners

Delaware District Office

Small Business Awards:

TEN REASONS TO LOVE DELAWARE SMALL BUSINESS

10. Small businesses make up 92.9 percent of all Delaware employers.

9. Small businesses create more than 50 percent of the American nonfarm private gross domestic product(GDP).

8. Small patenting firms produce 13 to 14 times more patents per employee than large patenting firms.

7. The 72,751 small businesses in Delaware are located in every community and neighborhood.

6. Small businesses employ 48.3 percent of Delaware's non-farm private sector workers.

5. Home-based businesses account for 53 percent of all small businesses.

4. Small businesses are 97 percent of America's exports and produce 26 percent of all export value.

3. Delaware saw an estimated 3,270 new small firms with employees start-up in the last year measured.

2. There are approximately 7,400 minority-owned businesses and 15,344 women-owned businesses in Delaware and almost all of them are small businesses.

1. The latest figures show that small business creates 65 percent or more of America's net new jobs.

The Office of Advocacy, the "small business watchdog" of the government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress and the President. It is the source for small business statistics presented in user-friendly formats and it funds research into small business issues.

For more information, visit the Office of Advocacy website at:
www.sba.gov/advo.

Small Business Person

of the Year winner

Christy Lynn Crkvenac
Fulcrum Pharmacy
Management Inc. and
Radius Rx Direct Inc.
Wilmington, DE 19801

Family Owned Business of the Year

John L Sullivan
Testing Machines Inc.
New Castle, DE 19808

Entrepreneurial Success Award

Beverly L Stewart
Back to Basics Learning
Dynamics
Wilmington, DE 19803

Young Entrepreneur of the Year

Kyle Morgan
Mercantile Processing
Inc.
Fenwick Island, DE 19944

Veteran Small Business Champion of the Year

David V. Skocik
PR Delaware LLC
Dover, DE 19904

Women Business Champion of the Year

L. Jay Burks
Office of Minority and
Women Business
Enterprise
Dover, DE 19904

Financial Services Champion of the Year

Carlos Edw. Perez
Downtown Dover
Partnership
Dover, DE 19904

*Home Based Business Champion of the Year

Dr. Ja-Neair Macklin
Direct Sales and Home
Based Business Network
Wilmington, DE 19806

Minority Small Business Champion of the Year

Leonard J. Young III
Delaware Black.com LLC
Newark, DE 19702

Delaware Outstanding Advocacy of Small Business

Dr. Patrick T. Harker
University of Delaware

Delaware SBIR Achievement Award

Ray Yin, Ph.D.
ANP Technologies, Inc.

*Designates the winner
of the Mid-Atlantic
Regional Award among
nominations from PA,
MD, DE, WV, VA and DC.

SBA Lender Awards

Top SBA 7(a) Lender
– Number of Loans
Wilmington Trust
– 26 Loans

Top SBA 7(a) Lender
– Dollar Volume
Wilmington Trust
– \$1,618,100

Top SBA Certified
Development Company
Delaware Community
Development Corp
– 8 Loans

Top SBA 3rd Party
Lender
Delaware National Bank
– 4 Loans

SUCCESS STORY

Small Business Person of the Year winner

Christy Crkvenac, Founder / President
Fulcrum Pharmacy/Radius Rx Direct
Wilmington, DE
302-658-8020 • 302-658-8024 F

www.fulcrumrx.com • www.radiusrxdirect.com



Fulcrum Pharmacy (Fulcrum) is a private, woman owned pharmacy corporation founded by Christy Crkvenac in 2003. After having spent many years as a regional director for a large national long term care (LTC) pharmacy company, Crkvenac felt there was an opportunity to better service those members of the local community who had long been underserved by large LTC and chain retail pharmacies. She assembled a staff of pharmacists and professionals that had more than six decades of combined experience providing specialty pharmacy and consulting services designed to meet the unique needs of the clients they serve.

In 2008 she founded Radius Rx Direct, similar to Fulcrum but offering services to a broader population of special needs clients. Both companies provide specialized and customized services to meet the unique needs of agencies that serve special needs persons in Delaware, including those with mental or behavioral health issues, physical disabilities, substance abuse challenges and those in correctional facilities or homeless shelters.

By providing specialized services, including special packaging, delivery options, reimbursement and insurance expertise, and a customized formulary that remains flexible to suit the needs of the client, Fulcrum gained a reputation for providing exceptional pharmacy service. Now in its eighth year, Fulcrum is a fully certified Women Owned Enterprise filling thousands of prescriptions each month. Fulcrum is a shining example of how health care service can be improved without an accompanying increase in cost by using a combination of best practices and innovative methods.

In 2003 with the help of SCORE counseling and a \$200,000 SBA 7(a) loan (now paid in full) Fulcrum Pharmacy opened its doors to the LTC market. Crkvenac was fortunate in being able to take with her several employees who gave up the relative safety of a large, public company for the uncertainty of a start-up business. Fulcrum Pharmacy opened with just one customer. Having made a commitment to her employees to make the pharmacy a financial success, Crkvenac paid herself no salary for that first year to keep the company's cash flow sufficient. Thanks to

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We Welcome Your Questions

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Tel: 302-573-6294 Fax: 302-573-6060

Website: www.sba.gov/de

INTRODUCTION

GETTING STARTED

The SBA Can Help You Start and Expand Your Business



Every year, the U.S. Small Business Administration and its nationwide network of resource partners help millions of potential and existing small business owners start, grow and succeed.

Whether your target market is global or just your neighborhood, the SBA and its resource partners can help at every stage of turning your entrepreneurial dream into a thriving business.

If you're just starting, the SBA and its resources can help you with loans and business management skills. If you're already in business, you can use the SBA's resources to help manage and expand your business, obtain government contracts, recover from disaster, find foreign markets, and make your voice heard in the federal government.

You can access SBA information online 24 hours a day at www.sba.gov or visit one of our local offices for assistance.

SBA's Online Training

SBA provides small businesses with free online courses, workshops, learning tools and business-readiness assessments.

Key Features of the Small Business Training Network:

Training is available anytime and anywhere—all you need is a computer with Internet access.

- More than 20 free online courses and workshops available.
- Online, interactive assessment tools are featured and used to direct clients to appropriate training.

Course topics include a financial primer keyed around SBA's loan-guarantee programs, a course on exporting, and courses for veterans and women seeking federal contracting opportunities, as well as an online library of business publications and articles.

Find the SBTN at www.sba.gov/training.

Where To Go To Get Started

Our resources include the SBA's district offices serving every state and territory, over 350 chapters of SCORE – Counselors to America's Small Businesses, approximately 900 Small Business Development Centers, approximately 110 Women's Business Centers and 16 Veterans Business Outreach Centers located across the

country. To find your local district office or SBA resource partner, visit www.sba.gov/sba-direct.

These professionals can also help with writing a formal business plan, locating sources of financial assistance, managing and expanding your business, finding opportunities to sell your goods or services to the government, and recovering from disaster.

SBA'S RESOURCE PARTNERS

SCORE

SCORE is a national network of more than 12,000 entrepreneurs, business leaders and executives who volunteer as mentors to America's small business. SCORE helps entrepreneurs start businesses, grow companies and create jobs in local communities.

SCORE matches you with a mentor whose personality and skills are a good fit for your business needs. Whether you are a start-up business or growing company, you can meet with a mentor for free and confidential advice.

SCORE mentors are part of your local community. The volunteer experts understand local business licensing rules, economic conditions and lending standards. You will find a SCORE office in your community and often a location at your local Chamber of Commerce, bank or SBA office.

SCORE mentoring is available at over 350 offices nationwide. SCORE offers local small business workshops at modest fees on popular topics such as increasing sales, managing cash flow and marketing your business.

ON THE UPSIDE

It's true, there are a lot of reasons not to start your own business. But for the right person, the advantages of business ownership far outweigh the risks.

- You get to be your own boss.
- Hard work and long hours directly benefit you, rather than increasing profits for someone else.
- A new venture is exciting.
- Earnings and growth potential are unlimited.
- Running a business will provide endless variety, challenges and opportunities to learn.

EVALUATE

Start by evaluating your strengths and weaknesses

1. Are you a self-starter?

It will be up to you – not someone else telling you – to develop projects, organize your time and follow through on details.

2. How well do you get along with different personalities?

Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, lawyers, accountants and consultants. Can you deal with a demanding client, an unreliable vendor or a cranky staff person?

3. How good are you at making decisions?

Small business owners are required to make decisions constantly, often quickly, under pressure.

4. Do you have the physical and emotional stamina to run a business?

Business ownership can be challenging, fun and exciting. But it's also a lot of hard work. Can you face 12-hour workdays six or seven days a week?

5. How well do you plan and organize?

Research indicates many business failures could have been avoided through better planning. Good organization – of financials, inventory, schedules, production – can help avoid pitfalls.

SCORE has helped more than 8.5 million entrepreneurs nationwide. You can count on SCORE as a trusted resource to offer in-depth mentoring, sound advice and guidance to tools and resources that can help you succeed as a business owner.

For 24/7 access to advice and online webinars on topics such as starting, growing, marketing and e-commerce for small business, visit SCORE online. With expertise in more than 600 skill areas, you can find a SCORE mentor online at www.score.org or at one of SCORE's offices. Call 1-800-634-0245 for the office nearest you.

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302-536-1362

Kent County Branch

Delaware Technical & Community College
Terry Campus
Rte. 13
Dover, DE
302-661-2366

SMALL BUSINESS AND TECHNOLOGY DEVELOPMENT CENTERS

The Small Business and Technology Development Center program has been vital to SBA's entrepreneurial outreach for more than 25 years. It has become one of the largest professional small business management and technical assistance networks in the nation. With nearly 900 locations across the country, SBTDCs offer existing and future entrepreneurs free one-on-one expert business advice and low-cost trainings. All counseling and training sessions are conducted by qualified small business professionals and many are offered online.

A nationwide study of the impact of the SBTDC program highlights the results of SBTDC assistance. The study illustrates the significance of the SBTDC program's focus on establishing long-term counseling relationships with clients. Of the clients surveyed, more than 80 percent reported that the information they received from their SBTDC counselor was valuable.

Similarly, more than 50 percent reported that SBTDC assistance was useful with the decision to start a business. More than 40 percent of long-term clients, those receiving 5 hours or more of counseling, reported an increase in sales and 38 percent of long term clients reported an increase in profit margins.

SBTDC counseling generally consists of assistance with business plans, access to capital, franchising, manufacturing, international trade, high-tech endeavors, contracting, energy efficiency, marketing, technology and other growth strategies. SBTDC training is geared toward the needs of the local business community, focusing on the fundamentals required to start, purchase, operate and grow a small business.

Particular emphasis in the SBTDC program includes green business technology, disaster recovery and preparedness, importing and exporting, electronic commerce, technology transfer and regulatory compliance. A number of centers in SBTDC network have specialized programs dedicated to technology assistance and/or international trade. The SBTDC programs also promote green buildings and green job growth, provide assistance to veterans and communities affected by defense cutbacks, and reach out to communities that have been negatively affected by industry cutbacks, closures or natural disasters.

During the past quarter century, through a unique mix of federal funding along with matching state and private sector resources, the program has increased its return on investment. Through federal grants, the SBTDCs in every state and territory provide the foundation for the economic growth of small businesses. These small businesses in turn advance local and regional economic development through the generation of business revenues, job creation and job retention. In fiscal 2010, SBTDC business advisors helped more than 13,600 entrepreneurs start new businesses or roughly 37 new business starts per day.

The SBTDC network provided counseling services to over 107,000, now entrepreneurs, approximately 101,000 existing businesses and training services to approximately 380,000 clients in fiscal 2010.

In fiscal 2010, SBTDC clients acquired loans, venture capital and the infusion of equity totaling \$3.8 billion, an increase over the \$3.6 billion SBTDC clients

obtained in fiscal 2008 and in 2009 combined. Of the \$3.8 billion in capital obtained by SBTDC clients, over 19 percent took the form of SBA guaranteed loans with 81 percent in capital acquired from banks and conventional lenders as well as angel investors and venture capitalists.

For information on the SBTDC program, visit www.sba.gov/sbtdc.

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University of Delaware
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www.delawarecontracts.com

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WOMEN'S BUSINESS CENTERS

The SBA's Women Business Center program is a network of approximately 110 community-based centers which provide business training, counseling, mentoring and other assistance geared toward women, particularly those who are socially and economically disadvantaged. While the services are focused on women, approximately 30 percent of the WBC clients are men. WBCs are located in nearly every state and U.S. territory and are partially funded through a cooperative agreement with the SBA.

To meet the needs of women entrepreneurs, the WBCs offer services at convenient times and locations, including weekends. Many WBCs are located at non-profit host organizations that offer a wide variety of services in addition to the services provided by the WBC. Many of the WBCs also offer training and counseling and provide materials in different languages in order to meet the diverse needs of the communities they serve.

In fiscal year 2010, the WBC program counseled and trained more than 160,000 clients, creating local economic growth and vitality.

WBCs often deliver their services through long term training or group counseling, both of which have shown to be effective. WBC training courses are often free or are offered at a small fee. Some centers will also offer scholarships based on the client's needs. While most WBCs are physically located in one designated location, a number of WBCs also provide courses and counseling via the Internet, mobile classrooms and satellite locations.

To find the nearest SBA WBC or to learn more about SBA programs and services, visit www.sba.gov/women.

Delaware Center for Women's Entrepreneurship

Funded in part through a cooperative agreement with the U.S. Small Business Administration, the new YWCA Delaware Center for Women's Entrepreneurship supports start-up and existing small businesses owned or controlled by women, by providing training and advisory services in business planning, management, and growth strategy in a supportive and empowering environment.

As a SBA Women's Business Center, the YWCA Delaware Center for Women's Entrepreneurship offers services that include the following:

START-UPS & MICRO-BUSINESSES

Business Assessment Basics – a one evening workshop to ascertain the feasibility and readiness to start your business

SBA'S WEBSITE

Go to SBA's new site today, featuring:

- Faster, better search capabilities
- Information tailored to your needs
- News about SBA programs & services

Some pages may change URLs on the upgraded site. Please consult www.sba.gov or your local SBA district office for assistance.

Business Plan Development Series – an eight to 10-week business plan course designed to help participants determine the viability of the business or the business concept, resulting in a bank-ready business plan.

Business Basics – ongoing workshops in marketing, business management, and finance.

GROWTH BUSINESSES (in business three years or more)

WNET Roundtables – a dynamic informal forum for women owners to share, discuss growth topics and similar challenges, and learn from each other within an environment that fosters the success of each participant.

Advanced Business Planning – individual counseling to elevate businesses to the next level.

Advanced Business Workshops – expert speakers on topics such as professional development, business management, marketing, and procurement.

Quick Books Users Support Group – bi-monthly hands on labs to answer specific questions and increase skill level.

Advisory Services -

- Individual counseling services in-person or by telephone
- Roundtable seminars and networking events

The facility also includes a computer lab with free internet access, a resource library, and ample training and meeting space.

Contact Information:

Delaware Center for Women's Entrepreneurship

YWCA Delaware
The Robscott Bldg.
153 E. Chestnut Hill Rd., Ste. 102
Newark, DE 19713
302-224-4060, x216 • 302-224-4057 Fax
For more information, visit the web site at www.ywca.org/dcwe
302-224-4060 • 302-224-4057 Fax
Deborah Bromiley, Director
dbromiley@ywcade.org
For more information, visit the web site at www.ywcade.org

MICROLOAN PROGRAM INTERMEDIARIES

The Microloan program is operated through a network of approximately 160 intermediaries nationwide. It provides business based training and technical assistance to very small “microbusinesses” – 10 employees or fewer – that are interested in starting or growing their businesses. Such training and technical assistance includes general business education, business planning training, industry-specific training, and other support for new and growing microbusinesses. Microloan program intermediaries also provide small business loans of up to \$50,000. The program is available to women, low-income, minority, and veteran entrepreneurs and others interested in starting a microbusiness.

ARE YOU RIGHT FOR SMALL BUSINESS OWNERSHIP?

Most new business owners who succeed have planned for every phase of their success. Thomas Edison, the great American inventor, once said, “Genius is one percent inspiration and 99 percent perspiration.” That same philosophy also applies to starting a business.

First, you’ll need to generate a little bit of perspiration deciding whether you’re the right type of person to start your own business.

IS ENTREPRENEURSHIP FOR YOU?

There is simply no way to eliminate all the risks associated with starting a small business, but you can improve your chances of success with good planning, preparation, and insight. Start by evaluating your strengths and weaknesses as a potential owner and manager of a small business. Carefully consider each of the following questions:

- **Are you a self-starter?** It will be entirely up to you to develop projects, organize your time, and follow through on details.
- **How well do you get along with different personalities?** Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, employees, and professionals such as lawyers, accountants, or consultants. Can you deal with a demanding client, an unreliable vendor, or a cranky receptionist if your business interests demand it?

- **How good are you at making decisions?** Small business owners are required to make decisions constantly – often quickly, independently, and under pressure.
- **Do you have the physical and emotional stamina to run a business?** Business ownership can be exciting, but it’s also a lot of work. Can you face six or seven 12-hour workdays every week?
- **How well do you plan and organize?** Research indicates that poor planning is responsible for most business failures. Good organization — of financials, inventory, schedules, and production — can help you avoid many pitfalls.
- **Is your drive strong enough?** Running a business can wear you down emotionally. Some business owners burn out quickly from having to carry all the responsibility for the success of their business on their own shoulders. Strong motivation will help you survive slowdowns and periods of burnout.
- **How will the business affect your family?** The first few years of business start-up can be hard on family life. It’s important for family members to know what to expect and for you to be able to trust that they will support you during this time. There also may be financial difficulties until the business becomes profitable, which could take months or years. You may have to adjust to a lower standard of living or put family assets at risk.

Once you’ve answered those questions, you should consider what type of business you want to start. Businesses can include franchises, at-home businesses, online businesses, brick-and-mortar stores or any combination of those.

FRANCHISING

There are more than 3,000 business franchises. The challenge is to decide on one that both interests you and is a good investment. Many franchising experts suggest that you comparison shop by looking at multiple franchise opportunities before deciding on the one that’s right for you.

Some of the things you should look at when evaluating a franchise: historical profitability, effective financial management and other controls, a good image, integrity and commitment, and a successful industry.

In the simplest form of franchising, while you own the business, its operation is governed by the terms of the franchise agreement. For many, this is the chief benefit for franchising. You are able to capitalize on a business format, trade name, trademark and/or support system provided by the franchisor.

But you operate as an independent contractor with the ability to make a profit or sustain a loss commensurate with your ownership.

If you are concerned about starting an independent business venture, then franchising may be an option for you. Remember that hard work, dedication and sacrifice are key elements in the success of any business venture, including a franchise.

For more information visit www.sba.gov/franchise.

SBA Delaware District Office

1007 N. Orange St.,
The Nemours Bldg., Ste. 1120
Wilmington, DE 19801-1239
302-573-6294 • 302-573-6060 Fax

American Association of Franchisees and Dealers

P.O. Box 81887
San Diego, CA 92138-1887
866-855-1988 • 619-209-3775 Fax
Benefits@AAFD.org
www.aafd.org

FranchiseForSale.com

Morgan Falls Office Park
7840 Roswell Rd., Bldg. 100, Ste. 210
Atlanta, GA 30350
888-363-3390
Info@franchiseforsale.com
www.franchiseforsale.com

FranNet LLC

500 Office Center Dr., Ste. 400
Fort Washington, PA 19034
267-513-1740
kgarron@frannet.com
www.frannet.com

International Franchise Association

1501 K. St. N.W., Ste. 350
Washington, DC 20005-4709
202-628-8000 • 202-628-0812 Fax
ifa@franchise.org
www.franchise.org

VetFran

U.S. Dept. of Veterans Affairs
Center for Veterans Enterprise
810 Vermont Ave. N.W.
Washington, DC 20420
202-303-3260 or 866-584-2344
202-254-0238 Fax
vacve@va.gov
www.vetbiz.gov

HOME-BASED BUSINESSES

Going to work used to mean traveling from home to a plant, store or office. Today, many people do some or all their work at home.

Getting Started

Before diving headfirst into a home-based business, you must know why you are doing it. To succeed, your business must be based on something greater

than a desire to be your own boss. You must plan and make improvements and adjustments along the road.

Working under the same roof where your family lives may not prove to be as easy as it seems. One suggestion is to set up a separate office in your home to create a professional environment.

Ask yourself these questions:

- Can I switch from home responsibilities to business work easily?
- Do I have the self-discipline to maintain schedules while at home?
- Can I deal with the isolation of working from home?
- Am I a self-starter?

Need more help writing a business plan?

Visit www.sba.gov/smallbusinessplan for more information on writing a business plan.

You can also find help from SCORE by visiting www.score.org and clicking on “Business Tools.”

Veterans can get help writing a business plan by visiting their local Veteran’s Business Development Center. Find yours at www.sba.gov/vets.

Women can get help at their local Women’s Business Center. Find yours at www.sba.gov/women.

Legal Requirements

A home-based business is subject to many of the same laws and regulations affecting other businesses.

Some general areas include:

- **Zoning regulations.** If your business operates in violation of them, you could be fined or shut down.
- **Product restrictions.** Certain products cannot be produced in the home. Most states outlaw home production of fireworks, drugs, poisons, explosives, sanitary or medical products and toys. Some states also prohibit home-based businesses from making food, drink or clothing.

Be sure to consult an attorney and your local and state departments of state, labor and health to find out which laws and regulations will affect your business. Additionally, check on registration and accounting requirements needed to open your

home-based business. You may need a work certificate or license from the state. Your business name may need to be registered with the state. A separate business telephone and bank account are good business practices.

Also remember, if you have employees you are responsible for withholding income and social-security taxes, and for complying with minimum wage and employee health and safety laws.

If you’re convinced that opening a home-based business is for you, it’s time to create your business plan. The SBA and its resource partners, such as SCORE, SBDCs, VBOCs and WBCs can help make the process easier.

WRITING A BUSINESS PLAN

After you’ve thought about what type of business you want, the next step is to develop a business plan. Think of the business plan as a roadmap with milestones for the business. It begins as a pre-assessment tool to determine profitability and market share, then expands as an in-business assessment tool to determine success, obtain financing and determine repayment ability, among other factors.

Creating a comprehensive business plan can be a long process, and you need good advice. The SBA and its resource partners, including Small Business Development Centers, Women’s Business Centers, Veterans Business Outreach Centers, and SCORE, have the expertise to help you craft a winning business plan. SBA also offers online templates to get you started.

In general, a good business plan contains:

Introduction

- Give a detailed description of the business and its goals.
- Discuss ownership of the business and its legal structure.
- List the skills and experience you bring to the business.
- Discuss the advantages you and your business have over competitors.

Marketing

- Discuss the products and services your company will offer.
- Identify customer demand for your products and services.
- Identify your market, its size and locations.
- Explain how your products and services will be advertised and marketed.
- Explain your pricing strategy.

Financial Management

- Develop an expected return on investment and monthly cash flow for the first year.
- Provide projected income statements, and balance sheets for a two-year period.
- Discuss your break-even point.
- Explain your personal balance sheet and method of compensation.
- Discuss who will maintain your accounting records and how they will be kept.
- Provide “what if” statements addressing alternative approaches to potential problems.

Operations

- Explain how the business will be managed day-to-day.
- Discuss hiring and personnel procedures.
- Discuss insurance, lease or rent agreements, and issues pertinent to your business.
- Account for the equipment necessary to produce your goods or services.
- Account for production and delivery of products and services.

Concluding Statement

Summarize your business goals and objectives and express your commitment to the success of your business. Once you have completed your business plan, review it with a friend or business associate and professional business counselor like SCORE, WBC or SBDC representatives, SBA district office business development specialists or veterans business development specialists.

Remember, the business plan is a flexible document that should change as your business grows.

REACHING UNDERSERVED COMMUNITIES Women Business Owners

Women entrepreneurs are changing the face of America’s economy. In the 1970s, women owned less than five percent of the nation’s businesses. Today, they are majority owners of about a third of the nation’s small businesses and are at least equal owners of about half of all small businesses. SBA serves women entrepreneurs nationwide through its various programs and services, some of which are designed especially for women.

The SBA’s Office of Women’s Business Ownership serves as an advocate for women-owned business. OWBO oversees a nationwide network of 110 women’s business centers that provide business

training, counseling and mentoring geared specifically to women, especially those who are socially and economically disadvantaged. The program is a public-private partnership with locally-based nonprofits and each tailors its services to meet the needs of its community. Women's Business Centers serve a wide diversity of geographic areas, population densities, and economic environments, including urban, suburban, and rural. Local economies vary from depressed to thriving, and range from metropolitan areas to entire states. Each Women's Business Center tailors its services to the needs of its individual community, but all offer a variety of innovative programs, often including courses in different languages. They provide training in finance, management, marketing, and the Internet, as well as access to all of the SBA's financial and procurement assistance programs.

CENTER FOR FAITH-BASED AND COMMUNITY PARTNERSHIPS (CFBCP)

Faith-based and neighborhood organizations know their communities; and they have earned the trust of the people in their communities. Because of their credibility, they are uniquely positioned to build awareness of programs that encourage entrepreneurship, economic growth and job creation.

SBA is committed to reaching out to faith based and community organizations that are eligible to participate in the agency's programs by informing their congregants, members and neighbors about SBA's programs. In particular, many faith-based and community non-profit organizations can provide a local financing option for entrepreneurs by becoming SBA Microloan Intermediaries. An SBA Microloan Intermediary often acts as a bank for entrepreneurs and small businesses that might otherwise be able to find access to capital.

VETERANS AND RESERVISTS BUSINESS DEVELOPMENT

The SBA offers a variety of services to American veterans who have made or are seeking to make the transition from service member to small business owner. Each of SBA's 68 district offices has designated a veteran's business development officer to help guide veterans, Reserve Component members and transitioning service members who want to succeed in entrepreneurship.

Sixteen Veterans Business Outreach Centers located in California, Florida, Guam, Louisiana, Massachusetts, Montana, Michigan, Missouri, New Jersey, New Mexico, New York, North Carolina, North Dakota, Pennsylvania, Texas, and Washington provide online and in-person entrepreneurial development services for veterans and reservists such as business training, counseling and mentoring, pre-business plan workshops, feasibility analysis, and referrals to additional small business resources.

To learn more about the Veterans Business Outreach program or find the nearest SBA VBOC, visit the SBA Web site at www.sba.gov/vets.

SBA also partners with the Entrepreneurship Boot Camp for Veterans With Disabilities at Syracuse University, University of Connecticut, Florida State University, Texas A&M University, UCLA, Purdue and Louisiana State University to prepare service-disabled veterans for business ownership. SBA has also recently

developed two partnerships which target women veteran-entrepreneurs (V-WISE) and family members of Reserve Component members of the military (Operation Endure and Grow).

SBDCs, SCORE and some WBCs also provide targeted management assistance to veterans who are current or prospective small business owners. Many SBDCs have special programs for veterans and SCORE also provides resources and counseling services online at www.score.org.

The SBA offers special assistance for small businesses owned by activated Reserve and National Guard members. Any self-employed Reserve or Guard member with an existing SBA loan can request from their SBA lender or SBA district office, loan payment deferrals, interest rate reductions and other relief after they receive their activation orders.

Additionally, the SBA offers special low-interest-rate financing to small businesses when an owner or essential employee is called to active duty. The Military Reservist Economic Injury Disaster Loan Program provides

A GOOD BANK GETS YOU'RE NOT IN THE BUSINESS OF BANKING.

CITIZENS BANK DEDICATED BUSINESS SPECIALISTS; FOR GROWING BUSINESSES.

Running a business is a big part of owning a business, and we understand your primary focus has to be growing it. That's why Citizens Bank is the preferred lender of SBA loans and our specialists are ready to help you one-on-one with tools and services to help you achieve your goals:

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- Business Checking and Savings
- Merchant Services
- E-Z Deposit* for remote check scanning capabilities

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loans up to \$2 million to eligible small businesses to cover operating costs that cannot be met due to the loss of an essential employee called to active duty in the Reserves or National Guard.

To ensure that veterans, service-disabled veterans and Reserve and National Guard member entrepreneurs receive special consideration in all its entrepreneurial programs and resources, the SBA has established an Office of Veterans Business Development. OVBD develops and distributes informational materials for entrepreneurship such as the Veterans Business Resource Guide, VETGazette, and Getting Veterans Back to Work.

For more information or special assistance with government contracting, including programs for veterans and service-disabled veterans, please check the Contracting Opportunities section of this publication.

SBA's special financing program targeted to the military community, Patriot Express has new and enhanced programs and services for veterans and members of the active and reserve military community (including spouses) wanting to establish or expand small businesses. See the Financing section for more information on Patriot Express.

Veterans Business Resources

Delaware Army National Guard

First Regiment Rd.
Wilmington, DE 19808
302-326-7025 • 302-326-7061 Fax
www.delawarenationalguard.com

Delaware Commission of Veterans Affairs

Robbins Bldg.
802 Silver Lake Blvd., Ste. 100
Dover, DE 19904
Antonio "Tony" Davila, Executive Director
302-739-2792 • 302-739-2794 Fax
Antonio.davila@state.de.us
www.state.de.us/veteran

Delaware Department of Labor Veterans Employment and Training Service

Stacey Laing, Director
4425 N. Market St.
Wilmington, DE 19801
302-761-8132 • 302-761-4676 Fax
Stacey.laing@state.de.us
www.delawareworks.com

Delaware Employer Support of the Guard and Reserve

103 Artisan Dr.
Smyrna, DE 19977
Contact: Christine Kubik, Program Spec.
302-326-7582
christinekubik@us.army.mil

Division of Employment and Training Veteran's Program

1114 S. Dupont Hwy., Ste. 104
Dover, DE 19901
Cliff Rumpf
302-739-5473 • 302-739-6485 Fax
cliff.rumph@state.de.us
www.delawareworks.com/emptrain/welcome.shtml

Disabled Veteran's Representative

Kevin Gunning
302-739-5473 • 302-739-6485 Fax
Kevin.gunning@state.de.us

Dover Air Force Base

Airman and Family Transition Assistance and
Family Member
436 MSS/DPF/263 Chad St., 1st Fl.
Dover AFB, DE 19902
302-677-6930 • 302-677-6961 Fax
Patricia Edwards
patricia.edwards@dover.af.mil

National Veteran-Owned Business Association (NaVOBA)

c/o Vetpreneur
429 Mill St.
Corapolis, PA 15108
412-424-0164 • 412-291-2772 Fax
cs@navoba.com
www.navoba.com
NaVOBA Delaware Contact:
Dave Skocik, MA, APR
141 Springfield Way
Dover, Delaware 19904-9118
302-270-7145 Cell or 302-736-8500 Office
302-736-3572 Fax
info@davidskocik.com

The Center for Veterans Enterprise

U.S. Department of Veterans Affairs
810 Vermont Ave. N.W.
Washington, DC 20420
202-303-3260 or 866-584-2344
202-254-0238 Fax
vacve@va.gov
www.vetbiz.gov

U.S. Department of Labor

Veterans Employment and Training
4425 N. Market St., The Annex, Rm. 108
Wilmington, DE 19809
302-761-8139 or 302-761-8138
302-761-4676 Fax
David B Rich, Director

U.S. Department of Veterans Affairs

Office of Small and Disadvantaged Business
Utilization
810 Vermont Ave. N.W.
Washington, DC 20420
202-461-4300 or 800-949-8387
202-461-4301 Fax
OSDBU@mail.va.gov
www.va.gov/OSDBU

U.S. Department of Veterans Affairs

VA Medical and Regional Office Center
1601 Kirkwood Hwy.
Wilmington, DE 19805
800-827-1000 (ask for Delaware)
302-994-2511
www.va.gov

Veteran Business Outreach Center

The Wharton School, University of
Pennsylvania
3819-33 Chestnut St., Ste. 325
Philadelphia, PA 19104
877-699-8262 • 215-573-2135 Fax
www.vetbizmidatlantic.org

NATIVE AMERICAN BUSINESS DEVELOPMENT

The Office of Native American Affairs (ONAA) ensures American Indians, Alaska Natives and Native Hawaiians seeking to create, develop and expand small businesses have full access to the necessary business development and expansion tools available through the agency's entrepreneurial development, lending, and contracting programs. ONAA provides a network of training and counseling services and engages in numerous outreach activities such as tribal consultations, development and distribution of educational materials, attendance and participation in economic development events and assisting these small businesses with SBA programs.

More information is available at
www.sba.gov/naa.



REGULATIONS KNOWING THE RULES

Paying Attention to Detail Can Save Time and Money



Even if you are running a small home-based business, you will have to comply with many of the local, state, and federal regulations. Avoid the temptation to ignore regulatory details. Doing so may avert some red tape in the short term, but could be an obstacle as your business grows. Taking the time to research the applicable regulations is as important as knowing your market. Bear in mind that regulations vary by industry. If you're in the food-service business, for example, you will have to deal with the health department. If you use chemical solvents, you will have environmental compliances to meet. Carefully investigate the regulations that affect your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties and jeopardize your business.

BUSINESS ORGANIZATION

There are many forms of legal structure you may choose for your business. Each legal structure offers organizational options with different tax and liability issues. We suggest you research each legal structure thoroughly and consult a tax accountant and/or attorney prior to making your decision.

Secretary of State

Division of Corporations
John G. Townsend Bldg.
401 Federal St., Ste. 4/P.O. Box 898
Dover, DE 19903
General Information 302-739-3073
Franchise Tax 302-739-3073 & press 3
www.corp.delaware.gov/

CHOOSING YOUR BUSINESS STRUCTURE

You may operate your business under one of many organizational structures. The most common organizational structures are sole proprietorships, general and limited partnerships, "C" and "S" corporations and limited liability companies.

Each structure offers unique tax and liability benefits. If you're uncertain which business format is right for you, you may want to discuss options with a business counselor or attorney.

Sole Proprietorship

One person operating a business as an individual is a sole proprietorship. It's the most common form of business organization. Profits are taxed as income to the owner personally. The personal tax rate is usually lower than the corporate tax rate. The owner has complete control of the business, but faces unlimited liability for its debts. There is very little government regulation or reporting required with this business structure.

General Partnership

A partnership exists when two or more persons join together in the operation and management of a business. Partnerships are subject to relatively little regulation and are fairly easy to establish. A formal partnership agreement is recommended to address potential conflicts such as: who will be

responsible for performing each task; what, if any, consultation is needed between partners before major decisions, and what happens when a partner dies. Under a general partnership each partner is liable for all debts of the business. Profits are taxed as income to the partners based on their ownership percentage.

Limited Partnership

Like a general partnership, a limited partnership is established by an agreement between two or more persons. However, there are two types of partners.

- A general partner has greater control in some aspects of the partnership. For example, only a general partner can decide to dissolve the partnership. General partners have no limits on the dividends they can receive from profit so they incur unlimited liability.
- Limited partners can only receive a share of profits based on the proportional amount on their investment, and liability is similarly limited in proportion to their investment.

"C" Corporation

A "C" corporation is a legal entity created under state law by the filing of articles of incorporation. A corporation is a separate entity having its own rights, privileges and liabilities, apart from those of the individual(s) forming the corporation. It's the most complex form of business organization and is comprised of shareholders, directors and officers. Since the corporation is a separate legal entity in its own right it can own assets, borrow money and perform business functions without directly involving the owners. Corporations are subject to more government regulation and offer the owners the advantage of limited liability, but not total protection from lawsuits.

Subchapter "S" Corporation

Subchapter "S" references a special part of the Internal Revenue Code that permits a corporation to be taxed as a partnership or sole proprietorship, with

profits taxed at the individual, rather than the corporate rate. A business must meet certain requirements for Subchapter "S" status. Contact the IRS for more information.

LLCs and LLPs

The limited liability company is a relatively new business form. It combines selected corporate and partnership characteristics while still maintaining status as a legal entity distinct from its owners. As a separate entity it can acquire assets, incur liabilities and conduct business. It limits liability for the owners. The limited liability partnership is similar to the LLC, but it is for professional organizations.

LOGISTICS OF STARTING YOUR BUSINESS

BUSINESS LICENSES

There are many types of licenses, both state and local as well as professional. Depending on what you do and where you plan to operate, your business may be required to have various state and/or municipal licenses, certificates or permits.

Licenses are typically administered by a variety of state and local departments. Consult your state or local government for assistance.

Delaware Division of Revenue

www.revenue.delaware.gov/

Wilmington

Carvel State Office Bldg.
820 N. French St.
Wilmington, DE 19801
302-577-8200 Public service
302-577-8208 Billing/Financial Services
302-577-8205 Taxes
302-577-8205 Business Tax Electronic Filing
302-577-8201 Forms Request Line
302-577-8200 • 302-577-8202 Fax

Dover

Thomas Collins Bldg.
540 S. Dupont Hwy., Ste. 2
Dover, DE 19901
302-744-1085 • 302-744-1095 Fax

Georgetown

20653 Dupont Blvd., Ste. 2
Georgetown, DE 19947
302-856-5358 • 302-856-5697 Fax

E-mail addresses

- For copies of Delaware tax forms and instructions or for other assistance from our Public Service representatives - Formsrequest@state.de.us
- For estimated tax coupons - estimated@state.de.us

FICTITIOUS BUSINESS NAME

Registering your business name, after doing a search to make sure that it is not already in use, protects you from others who might want to use the same name. For more information, contact the county clerk's office in the county where your business is based. If you are a corporation, you'll need to check with the state.

New Castle County Courthouse

Court House
500 N. King St.
Wilmington, DE 19801
302-255-0800

Kent County

Kent County Courthouse
38 The Green
Dover, DE 19901
302-739-3184

Sussex County

Sussex County Courthouse
1 The Circle, Ste. 2/P.O. Box 556
Georgetown, DE 19947
302-855-7055

BUSINESS INSURANCE

Like home insurance, business insurance protects your business against fire, theft and other losses. Contact your insurance agent or broker. It is prudent for any business to purchase a number of basic types of insurance. Some types of coverage are required by law, other simply make good business sense. The types of insurance listed below are among the most commonly used and are merely a starting point for evaluating the needs of your business.

Liability Insurance – Businesses may incur various forms of liability in conducting their normal activities. One of the most common types is product liability, which may be incurred when a customer suffers harm from using the business product. There are many

other types of liability, which are frequently related to specific industries. Liability law is constantly changing. An analysis of your liability insurance needs by a competent professional is vital in determining an adequate and appropriate level of protection for your business.

Property – There are many different types of property insurance and levels of coverage available. It is important to determine the property you need to insure for the continuation of your business and the level of insurance you need to replace or rebuild. You must also understand the terms of the insurance, including any limitations or waivers of coverage.

Business Interruption – While property insurance may pay enough to replace damaged or destroyed equipment or buildings, how will you pay costs such as taxes, utilities and other continuing expenses during the period between when the damage occurs and when the property is replaced? Business Interruption (or "business income") insurance can provide sufficient funds to pay your fixed expenses during a period of time when your business is not operational.

"Key Man" – If you (and/or any other individual) are so critical to the operation of your business that it cannot continue in the event of your illness or death, you should consider "key man" insurance. This type of policy is frequently required by banks or government loan programs. It also can be used to provide continuity in operations during a period of ownership transition caused by the death, incapacitation or absence due to a Title 10 military activation of an owner or other "key" employee.

Automobile – It is obvious that a vehicle owned by your business should be insured for both liability and



SBA'S WEBSITE

Go to SBA's new website today, featuring:

- Faster, better search capabilities
- Information tailored to your needs
- News about SBA programs & services

Some pages may change URLs on the upgraded site. Please consult www.sba.gov or your local SBA district office for assistance.

replacement purposes. What is less obvious is that you may need special insurance (called “non-owned automobile coverage”) if you use your personal vehicle on company business. This policy covers the business’ liability for any damage which may result for such usage.

Officer and Director – Under most state laws, officers and directors of a corporation may become personally liable for their actions on behalf of the company. This type of policy covers this liability.

Home Office – If you are establishing an office in your home, it is a good idea to contact your homeowners’ insurance company to update your policy to include coverage for office equipment. This coverage is not automatically included in a standard homeowner’s policy.

Insurance Commissioner

Delaware Insurance Department
841 Silver Lake Blvd.
Dover, DE 19904
302-674-7300
www.delawareinsurance.gov/

EMPLOYER IDENTIFICATION NUMBER

An EIN, also known as a federal tax identification number, is used to identify a business entity. Generally all businesses need an EIN. You may apply for an EIN in a variety of ways, including online, phone, and fax. Taxpayers can obtain an EIN immediately by calling 800-829-4933, Monday through Friday, from 7:30 a.m. to 5:30 p.m. customer’s local time.

More information can be found at www.irs.gov.

State & Federal Tax Requirements

Various taxes are imposed upon individuals, employers, businesses, and certain products. The taxes for which any business enterprise is liable depend on the type and structure of the business. The Internal Revenue Service (IRS) offers a free tax kit and free tax workshops. On the state level, businesses must be aware of requirements related to Unemployment Insurance, Workers’ Compensation, and State Withholding Taxes. Delaware’s Division of Revenue offers a booklet entitled Withholding of Delaware Income Tax, Regulations, Employer’s Duties, Withholding Tables. For more information, contact:

IRS

844 King St.
Wilmington, DE 19801
302-573-6343

300 S. New St.
Dover, DE 19904
302-678-2784

21309 Berlin Rd., Unit 13
Georgetown, DE 19947
302-855-0309

IRS Statewide: 800-829-1040 (individuals)
800-429-4933 (businesses)

FEDERAL SELF-EMPLOYMENT TAX

Every employee must pay Social Security and Medicare coverage. If you are self-employed, your contributions are made through the self-employment tax.

The IRS has publications, counselors and workshops available to help you sort it out. For more information, contact the IRS at 800-829-1040 or www.irs.gov.

SALES TAX EXEMPTION CERTIFICATE

If you plan to sell products, you will need a Sales Tax Exemption Certificate. It allows you to purchase inventory, or materials, which will become part of the product you sell, from suppliers without paying taxes. It requires you to charge sales tax to your customers, which you are responsible for remitting to the state. You will have to pay penalties if it is found that you should have been taxing your products and now owe back taxes to the state. For information on sales tax issues, contact your state’s government.

FEDERAL INCOME TAX

Like the state income tax, the method of paying federal income taxes depends upon your legal form of business.

Sole Proprietorship: You must file IRS Federal Form Schedule C along with your personal Federal Income Tax return (Form 1040) and any other applicable forms pertaining to gains or losses in your business activity.

You need a legal workforce
E-Verify makes it easier

Department of Homeland Security
U.S. Citizenship and Immigration Services

Employment Eligibility Verification

Please read instructions of this form. ANTI-DISCRIMINATION NOTICE: Employers cannot specify which documents are acceptable or unacceptable based on an employee's race, ethnicity, or national origin. Employers must accept all documents listed on the Lists of Acceptable Documents.

Section 1. Employee Information

First Name: Last

Address (Street Name and Number)

EMPLOYMENT AUTHORIZATION CARD

DEPARTMENT OF HOMELAND SECURITY, U.S. Citizenship and Immigration Services

THIS NUMBER MAY BE REENTERED FOR

ADDITIONAL EMPLOYMENT

EMPLOYMENT AUTHORIZED FOR THE U.S. FOR THE VALIDITY OF THIS CARD.

LISTS OF ACCEPTABLE DOCUMENTS

LIST B

Documents that Establish Identity

1. Driver's license issued by a state, the District of Columbia, or a U.S. territory

School photo

SOCIAL SECURITY

PASSPORT

With a few clicks, E-Verify matches your employee's information to official government records.

E-Verify is a free, Internet-based system that allows you to confirm the legal working status of employees in seconds.

E-Verify

- ✓ fast
- ✓ free
- ✓ simple
- ✓ secure

Employment Verification. E-Verify Done.

www.dhs.gov/E-Verify

U.S. DEPARTMENT OF HOMELAND SECURITY U.S. CITIZENSHIP AND IMMIGRATION SERVICES

A SECURITY IS A SERVICE OF DHS AND IAA

Partnership: You must file a Federal Partnership return (Form 1065). This is merely informational to show gross and net earnings of profit and loss. Also, each partner must report his share of partnership earnings on his individual Form 1040 based on the information from the K-1 filed with the Form 1065.

Corporation: You must file a Federal Corporation Income Tax return (Form 1120). You will also be required to report your earnings from the corporation including salary and other income such as dividends on your personal federal income tax return (Form 1040).

FEDERAL PAYROLL TAX

Federal Withholding Tax: Any business employing a person must register with the IRS and acquire an EIN and pay federal withholding tax at least quarterly. File Form SS-4 with the IRS to obtain your number and required tax forms. Call 800-829-3676 or 800-829-1040 if you have questions.

IRS WEB PRODUCTS FOR SMALL BUSINESSES

For the most timely and up-to-date tax information, go to www.irs.gov/businesses/small/index.html.

Updated Virtual Small Business Tax Workshop

The IRS's **Virtual Small Business Tax Workshop** (www.tax.gov/SmallBusinessTaxpayer) is an interactive resource to help small business owners learn about their federal tax rights and responsibilities. This dynamic educational product consists of several stand-alone lessons that can be selected and viewed in any sequence.

SOCIAL SECURITY CARDS

All employees must have a social security card. It must be signed by its owner, and you should always ask to see and personally record the social security number. Failure to do so may cause your employee to lose benefits and considerable trouble for yourself in back tracking to uncover the error.

Each payday, your employees must receive a statement from you telling them what deductions were made and how many dollars were taken out for each legal purpose. This can be presented in a variety of ways, including on the check as a detachable

portion or in the form of an envelope with the items printed and spaces for dollar deductions to be filled in.

EMPLOYEE CONSIDERATIONS

Taxes

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments towards, and/or file quarterly reports about payroll taxes and other mandatory deductions. You may contact these government agencies for information, assistance and forms.

Social Security Administration

800-772-1213
www.ssa.gov

Social Security's Business Services Online

The Social Security Administration now provides free electronic services online at www.socialsecurity.gov/employer/. Once registered for Business Services Online, business owners or their authorized representative can:

- file W-2s online; and
- verify Social Security Numbers through the Social Security Number Verification Service, used for all employees prior to preparing and submitting Forms W-2.

Federal Withholding

U.S. Internal Revenue Service
800-829-1040
www.irs.gov

Health Insurance

Compare plans in your area at www.healthcare.gov.

Employee Insurance

If you hire employees you may be required to provide unemployment or workers' compensation insurance.

Unemployment Insurance

Department of Labor
Division of Unemployment Insurance
P.O. Box 9953 (for tax inquiries)
Wilmington, DE 19809
P.O. Box 9950 (for benefit inquiries)
Wilmington, DE 19809
302-761-8482 (tax questions)
302-761-8351 (benefit questions)
www.delawareworks.com/Unemployment

Workers Compensation

Delaware Department of Labor
Office of Workers Compensation
4425 N. Market St.
Wilmington, DE 19802
(mailing address)
P.O. Box 9954
Wilmington, DE 19809-9954
302-761-8200
www.delawareworks.com/industrialaffairs

Wage and Hour Rules

U.S. Dept. of Labor
Wage and Hour Division
Rm. 207, Appraisers Stores Bldg.
103 S. Gay St.
Baltimore, MD 21202-4061
302-573-6112 or 866-487-9243

State Withholding

Division of Revenue
Carvel State Office Bldg.
820 N. French St.
Wilmington, DE 19801
302-577-8200 Public service
302-577-8208 Billing
302-577-8205 Taxes
302-577-8205 Business Tax Electronic Filing
302-577-8201 Forms Request Line
302-577-8200 • 302-577-8202 Fax

SUCCESS STORY

Fulcrum Pharmacy/Radius Rx Direct

continued from page 9

a sound strategy, innovative service, and a group of valiant customers, within 18 months of start-up, Fulcrum grew from a fledgling company to a viable force in the local LTC pharmacy market.

Over the past seven years, Crkvenac's businesses have shown steady, managed growth in their sales and profitability. Faced with more than the usual adversity encountered by a startup, her solid leadership and vision has resulted in an average annual growth rate of 13 percent since its inception and an increase in jobs from six to 29 employees. While the success of the business is satisfying, she is most gratified by the feedback from the organizations that her

companies serve. The real motivation stems from the fuller lives of her patients as a result of the innovation and care that her companies provide in delivering their products.

Crkvenac serves on the board of Connections Community Service Programs and is a committee member and sponsor at many local charities. Additionally, Fulcrum donated significant amounts of pharmaceutical and medical supplies to the Haitian Disaster relief effort.

Crkvenac resides in Hockessin, Del. with her husband Todd and their two sons.

Dover

Thomas Collins Bldg.
540 S. Dupont Hwy., Ste. 2
Dover, DE 19901
302-744-1085 • 302-744-1095 Fax

Georgetown

20653 Dupont Blvd., Ste. 2
Georgetown, DE 19947
302-856-5358 • 302-856-5697 Fax
www.revenue.delaware.gov/

- For copies of Delaware tax forms and instructions or for other assistance from our Public Service representatives - forms@state.de.us
- For estimated tax coupons - estimated@state.de.us

WORKPLACE DISABILITY PROGRAMS

Americans with Disabilities (ADA):
For assistance with the ADA, call
800-669-3362 or visit www.ada.gov.

U.S. CITIZENSHIP AND IMMIGRATION SERVICES

The Federal Immigration Reform and Control Act of 1986 requires employers to verify employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification Form I-9. The U.S. Citizenship and Immigration Services Office of Business Liaison offers a selection of information bulletins and live assistance through the Employer Hotline. For forms call 800-870-3676, for the Employer Hotline call 800-357-2099.

E-Verify: Employment Eligibility Verification

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, is the best--and quickest--way for employers to determine the employment eligibility of new hires. It is a safe, simple, and secure Internet-based system that electronically verifies the Social Security number and employment eligibility information reported on Form I-9. E-Verify is voluntary in most states and there is no charge to use it.

If you are an employer or employee and would like more information about the E-Verify program, please visit www.dhs.gov/E-Verify or contact our Customer Support staff: 1-888-464-4218 Monday – Friday 8 am – 5 pm.
E-mail: e-verify@dhs.gov

SAFETY & HEALTH REGULATIONS

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. The Occupational Safety and Health Administration outlines specific health and safety standards adopted by the U.S. Department of Labor.

Occupational Safety & Health Administration (OSHA)

U.S. Department of Labor
200 Constitution Avenue NW.
Washington, DC 20210
202-693-5000 or 800-321-6742
www.osha.gov

919 Market St., Ste. 900
Wilmington, DE 19801
302-573-6518 • 302-573-6532 Fax

Delaware Department of Labor

Division of Industrial Affairs
4425 N. Market St., 3rd Fl.
Wilmington, DE 19802
302-761-8200

Kent & Sussex Counties

24 N.W. Front St., Ste. 100
The Windsor
Milford, DE 19963
302-422-1134
www.delawareworks.com/industrialaffairs/welcome.shtml

BUILDING CODES, PERMITS AND ZONING

It is important to consider zoning regulations when choosing a site for your business. You may not be permitted to conduct business out of your home or engage in industrial activity in a retail district. Contact the business license office in the city or town where the business is located.

BAR CODING

Many stores require bar coding on packaged products. Many industrial and manufacturing companies use bar coding to identify items they receive and ship. There are several companies that can assist businesses with bar-coding needs. You may want to talk with an SBDC, SCORE or WBC counselor for more information.

Federal Registration of Trademarks and Copyrights

Trademarks or service marks are words, phrases, symbols, designs or combinations thereof that identify and distinguish the source of goods.

Trademarks may be registered at both the state and federal level. To register a federal trademark, contact:

U.S. Patent and Trademark Office:

P.O. Box 1450
Alexandria, VA 22313-1450
800-786-9199
www.uspto.gov/

STATE REGISTRATION OF A TRADEMARK

Trademarks and service marks may be registered in a state.

Caution: Federally registered trademarks may conflict with and supersede state registered business and product names.

Patents

A patent is the grant of a property right to the inventor by the U.S. Patent and Trademark Office. It provides the owner with the right to exclude others from making, using, offering for sale or selling the patented item in the United States.

Additional information is provided in the publications, General Information Concerning Patents and other publications distributed through the U.S. Patent and Trademark Office. For more information, contact the:

U.S. Patent and Trademark Office

800-786-9199 • www.uspto.gov

Copyrights

Copyrights protect original works of authorship including literary, dramatic, musical and artistic, and certain other intellectual works. Copyright does not protect facts, ideas and systems, although it may protect the way these things are expressed. For general information contact:

U.S. Copyright Office

U.S. Library of Congress
James Madison Memorial Building
Washington, DC 20559
202-707-9100 - Order Line
202-707-3000 - Information Line
www.copyright.gov



FINANCING & SURETY BONDS

GETTING APPROVED

Financing Options to Start or Grow Your Business



Many entrepreneurs need financial resources to start or expand a small business themselves and must combine what they have with other sources of financing. These sources can include family and friends, venture-capital financing, and business loans.

This section of the Small Business Resource guide discusses SBA's primary business loan and equity financing programs. These are: the 7(a) Loan Program, the Certified Development Company or 504 Loan Program, the Microloan Program and the Small Business Investment Company Program. The distinguishing features for these programs are the total dollar amounts that can be borrowed, the type of lenders who can provide these loans, the uses for the loan proceeds, and the terms placed on the borrower.

Note: The SBA does not offer grants to individual business owners to start or grow a business.

SMALL BUSINESS INVESTMENT COMPANY PROGRAM

There are a variety of alternatives to bank financing for small businesses. The Small Business Investment Company (SBIC) program fills the gap between

the availability of private capital and the needs of small businesses for growth capital. Licensed and regulated by the SBA, SBICs are privately owned and managed investment funds that make capital available to qualifying U.S. small businesses at attractive rates. The funds raise private capital and can receive SBA-guaranteed leverage up to 3x private capital paid-in, with a leverage ceiling of \$150 million per SBIC and \$225 million for two or more licenses under common control. Licensed SBICs are for-profit investment firms whose incentive is to share in the success of a small business. The SBIC program provides funding for a broad range of industries. Some SBICs invest in a particular field or industry while others invest more generally. For more information visit www.sba.gov/inv.

Inflection Point Ventures II, L.P.

Jeffrey A. Davison
One Innovation Way, Ste. 302
Newark, DE 19711
302-452-1120 • 302-452-1122 Fax
jdavison@inflectpoint.com
www.inflectpoint.com

Innovation Ventures, L.P.

Three Mill Rd., Ste. 201
Wilmington, DE 19806
302-777-1616 • 302-777-1620 Fax
David J. Freschman, President
djf@innovationventures.com
www.innovationventures.com

GIV Venture Partners, L.P.

William Melton
Radnor Financial Center
150 N. Radnor-Chester Rd.
Radnor, PA 19087
484-823-8008 • 302-239-9322 Fax
admin@givinc.com
www.givventurepartners.com

Edison Fund IV, LP and Edison Fund V, LP

1009 Lenox Dr., #4
Lawrenceville, NJ 08648
609-896-1900 • 609-896-0066 Fax
Ross Martinson, Partner
rmartinson@edisonventures.com
www.edisonventure.com

Patriot Capital II, L.P.

509 S. Exeter St., Ste. 210
Baltimore, MD 21202
Chris Ruyston
443-573-3013 • 443-573-3020 Fax
www.patriot-capital.com

SMALL BUSINESS INNOVATION RESEARCH PROGRAM

The Small Business Innovation Research (SBIR) program encourages small businesses to advance their technical potential from funds committed by federal agencies with large extramural research and development budgets. The SBIR program serves to fund the critical startup and development stages for a technology and encourages commercialization of the technology, product or service. In turn, this stimulates the U.S. economy.

SBIR Requirements:

Small businesses must meet the following eligibility criteria to participate in the SBIR program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S. or be a for-profit business concern that is at least 51 percent owned and controlled by another for-profit business concern that is at least 51 percent owned and controlled by one or more individuals who are citizens of, or permanent resident aliens in, the U.S.
- Be for-profit.
- Principal researcher must be employed by small business.
- Company size cannot exceed 500 employees.

For more information on the SBIR Program visit www.sba.gov/sbir.

Participating Agencies:

Each year, the following eleven federal departments and agencies are required to reserve 2.5% of their extramural R&D funds for award to small businesses through the SBIR program: Departments of Agriculture; Commerce; Defense; Education; Energy; Health and Human Services; Homeland Security; Transportation; Environmental Protection Agency; National Aeronautics and Space Administration; and National Science Foundation.

U.S. Small Business Administration

Office of Technology
409 Third St. S.W., 8th Fl.
Washington, DC 20416
202-205-6450

Small Business Technology & Development Center

One Innovation Way, Suite 300
Newark DE 19711
Gary Simon, Business Analyst
302-831-0772 • simong@udel.edu

SMALL BUSINESS TECHNOLOGY TRANSFER PROGRAM

The Small Business Technology Transfer (STTR) program reserves a specific percentage of federal R&D funding for award to small business and non-profit research institution partners. Central to the program is expansion of the public/private sector partnership to include the joint venture opportunities for small business and the nation's premier nonprofit research institutions. Small business has long been where innovation and innovators thrive, but the risk and expense of conducting serious R&D efforts can be beyond the means of many small businesses. Non-profit research laboratories are also instrumental in developing high-tech innovations but frequently, innovation is confined to the theoretical. STTR combines the strengths of both entities by introducing entrepreneurial skills to high-tech research efforts. The technologies and products are transferred from the laboratory to the marketplace. The small business profits from the commercialization, which, in turn, stimulates the U.S. economy.

STTR Requirements:

Small businesses must meet the following eligibility criteria to participate in the STTR program.

- Be 51 percent owned and controlled by one or more individuals who are U.S.

citizens or permanent resident aliens in the U.S.

- Be organized for profit.
- Principal researcher need not be employed by small business.
- Company size cannot exceed 500 employees. (No size limit for nonprofit research institution).

The nonprofit research institution partner must also meet certain eligibility criteria:

- Be located in the United States and be one of the following:
- Nonprofit college or university.
- Domestic nonprofit research organization.
- Federally funded R&D center.

Participating Agencies:

Each year the following five Federal departments and agencies are required by STTR to reserve 0.3% of their extramural R&D funds for award to small business/nonprofit research institution partnerships: Department of Defense; Department of Energy; Department of Health and Human Services; National Aeronautics and Space Administration; and National Science Foundation.

SBA BUSINESS LOANS

When you seek a business loan, familiarize yourself with the SBA's business loan programs to see if they may be a viable option. Keep in mind the dollar amount you seek to borrow and how you want to use the loan proceeds. The three principal players in most of these programs are — the applicant small business, the lender and the SBA. SBA guarantees a portion of the loan (except for Microloans). The business should have its business plan prepared before it applies for a loan. This plan should explain what resources will be needed to accomplish the desired business purpose including the cost of everything, the applicants' contribution, use of loan proceeds, collateral, and most important, an explanation of how the business will be able to repay the loan in a timely manner.

The lender will analyze the application to see if it meets the lender's criteria as well as SBA's requirements. SBA will look to the lender to do much, if not all, of the analysis before it provides its guaranty on the lender's loan or provides the microlenders with funds to re-lend to the business. The SBA's business loan programs provide a key source of financing for viable small businesses that have real potential, but cannot qualify for loans from the lending institutions on their own.

7(A) LOAN PROGRAM

The 7(a) Loan program is the SBA's primary business loan program. It is the agency's most used non-disaster financial assistance program because of its flexibility in loan structure, variety of loan proceeds uses, and availability. This program has broad eligibility requirements and credit criteria to accommodate a wide range of financing needs.

The business loans that SBA guarantees do not come from the agency, but rather from banks and other approved lenders. The loans are funded by these organizations and they make the decisions to approve or not approve the applicants' requests.

The SBA guaranty reduces the lender's risk of borrower non-payment. If the borrower defaults, the lender can request SBA to pay the lender that percentage of the outstanding balance guaranteed by SBA. This allows the lender to recover a portion from SBA of what it lent if the borrower can't make the payments. The borrower is still obligated for the full amount.

To qualify for an SBA guaranty, a small business must meet the lender's criteria and the 7(a) requirements. In addition, the lender must certify that it would not provide this loan under the proposed terms and conditions unless it can obtain an SBA guaranty. If the SBA is going to provide a lender with a guaranty, the applicant must be eligible and creditworthy and the loan structured under conditions acceptable to SBA.

PERCENTAGE OF GUARANTIES AND LOAN MAXIMUMS

The SBA only guarantees a portion of any particular loan so each loan will also have an unguaranteed portion, giving the lender a certain amount of exposure and risk on each loan. The percentage SBA guarantees depends on either the dollar amount or the program the lender uses to obtain its guaranty. For loans of \$150,000 or less the SBA may guaranty as much as 85 percent and for loans over \$150,000 the SBA can provide a guaranty of up to 75 percent.

The maximum 7(a) loan amount is \$5 million. (Loans made under the SBAExpress program, which is discussed subsequently, have a 50 percent guaranty.)

INTEREST RATES AND FEES

The actual interest rate for a 7(a) loan guaranteed by SBA is negotiated between the applicant and lender and

subject to SBA maximums. Both fixed and variable interest rate structures are available. The maximum rate is comprised of two parts, a base rate and an allowable spread. There are three acceptable base rates (Wall Street Journal Prime*, London Interbank One Month Prime plus 3 percent, and an SBA Peg Rate). Lenders are allowed to add an additional spread to the base rate to arrive at the final rate. For loans with maturities of less than seven years the maximum spread will be no more than 2.25 percent. For loans with maturities of seven years or more, the maximum spread will be 2.75 percent. The spread on loans under \$50,000 and loans processed through Express procedures may be higher.

Loans guaranteed by SBA are assessed a guaranty fee. This fee is based on the loan's maturity and the dollar amount guaranteed, not the total loan amount. The guaranty fee is generally paid by the borrower and can be included in the loan proceeds.

On any loan with a maturity of one year or less, the fee is just 0.25 percent of the guaranteed portion of the loan. On loans with maturities of more than one year, the normal guaranty fee is 2 percent of the SBA guaranteed portion on loans up to \$150,000; 3 percent on loans over \$150,000 but not more than \$700,000; and 3.5 percent on loans over \$700,000. There is also an additional fee of 0.25 percent on any guaranteed portion over \$1 million.

**** All references to the prime rate refer to the base rate in effect on the first business day of the month the loan application is received by SBA.***

7(A) LOAN MATURITIES

SBA loan programs are generally intended to encourage longer term small business financing, but actual loan maturities are based on the ability to repay, the purpose of the loan proceeds and the useful life of the assets financed. However, maximum loan maturities have been established: 25 years for real estate; up to 10 years for equipment (depending on the useful life of the equipment); and generally up to seven years for working capital. Short-term loans and revolving lines of credit are also available through the SBA to help small businesses meet their short-term and cyclical working capital needs.

STRUCTURE

Most 7(a) loans are repaid with monthly payments of principal and interest. For fixed-rate loans the payments stay the same whereas for variable rate loans the lender can re-establish the payment amount when the interest rates change or at other intervals as negotiated with the borrower. Applicants can request that the lender establish the loan with interest-only payments during the start-up and expansion phases (when eligible) to allow the business time to generate income before it starts making full loan payments. Balloon payments or call provisions are not allowed on any 7(a) loan. The lender may not charge a prepayment penalty if the loan is paid off before maturity, but the SBA will charge the borrower a prepayment fee if the loan has a maturity of 15 or more years and is pre-paid during the first three years.

COLLATERAL

The SBA expects every 7(a) loan to be fully secured, but the SBA will not decline a request to guaranty a loan if the only unfavorable factor is insufficient collateral, provided all available collateral is offered. What these two policies mean is that every SBA loan is to be secured by all available assets (both business and personal) until the recovery value equals the loan amount or until all assets have been pledged to the extent that they are reasonably available. Personal guaranties are required from all the principal owners of the business. Liens on personal assets of the principals may be required.

ELIGIBILITY

7(a) loan eligibility is based on four different factors. The first is size, as all loan recipients must be classified as "small" by SBA. The basic size standards are outlined below. A more in-depth listing of standards can be found at www.sba.gov/size.

SBA Size Standards:

- Manufacturing — from 500 to no more than 1,500 employees
- Wholesaling — No more than 100 employees
- Services — from \$4.5 million to no more than \$35.5 million in average annual receipts
- Retailing — from \$7 million to no more than \$35.5 million in average annual receipts

- General construction — from \$7 million to no more than \$33.5 million in average annual receipts
- Agriculture — from \$750,000 to no more than \$17.5 million in average annual receipts

Nature of Business

The second eligibility factor is based on the nature of the business and the process by which it generates income or the customers it serves. The SBA has general prohibitions against providing financial assistance to businesses involved in such activities as lending, speculating, passive investment, pyramid sales, loan packaging, presenting live performances of a prurient sexual nature, businesses involved in gambling and any illegal activity.

The SBA will also not support non-profit businesses, private clubs that limit membership on a basis other than capacity, businesses that promote a religion, businesses owned by individuals incarcerated or on probation or parole, municipalities, and situations where the business or its owners previously failed to repay a federal loan or federally assisted financing.

Use of Proceeds

The third eligibility factor is use of proceeds. 7(a) proceeds can be used to: purchase machinery, equipment, fixtures, supplies, make leasehold improvements, as well as land and/or buildings that will be occupied by the business borrower.

Proceeds can also be used to:

- Expand or renovate facilities;
- Finance receivables and augment working capital;
- Finance seasonal lines of credit;
- Acquire businesses;
- Startup businesses;
- Construct commercial buildings; and
- Refinance existing debt under certain conditions.

SBA 7(a) loan proceeds cannot be used for the purpose of making investments. SBA proceeds cannot be used to provide funds to any of the owners of the business except for ordinary compensation for actual services provided.

Miscellaneous Factors

The fourth factor involves a variety of requirements such as SBA's credit elsewhere test and utilization of personal assets requirements where the business and its principal owners must use their own resources before getting a

loan guaranteed by SBA. It also includes SBA's anti-discrimination rules and restrictions on lending to agricultural enterprises because there are other agencies of the federal government with programs to fund such businesses.

Generally, SBA loans must meet the following criteria:

- Every loan must be for a sound business purpose;
- There must be sufficient invested equity in the business so it can operate on a sound financial basis;
- There must be a potential for long-term success;
- The owners must be of good character and reputation; and
- All loans must be so sound as to reasonably assure repayment.

For more information, go to www.sba.gov/apply.

WHAT TO TAKE TO THE LENDER

Documentation requirements may vary; contact your lender for the information you must supply.

Common requirements include the following:

- Purpose of the loan.
- History of the business.
- Financial statements for three years (existing businesses).
- Schedule of term debts (existing businesses).
- Aging of accounts receivable and payable (existing businesses).
- Projected opening-day balance sheet (new businesses).
- Lease details.
- Amount of investment in the business by the owner(s).
- Projections of income, expenses and cash flow as well as an explanation of the assumptions used to develop these projections.
- Personal financial statements on the principal owners.
- Resume(s) of the principal owners and managers.

HOW THE 7(A) PROGRAM WORKS

Applicants submit their loan application to a lender for the initial review. The lender will generally review the credit merits of the request before deciding if they will make the loan themselves or if they will need an SBA guaranty. If a guaranty is needed, the lender will also review eligibility, and the applicant should be prepared to complete some additional documents before the lender reviews the request to ensure it meets SBA's requirements before sending the request for guaranty to the SBA. Applicants who feel they need more help with the process should

contact their local SBA district office or one of SBA's resource partners for assistance.

There are several ways a lender can apply to the SBA for a 7(a) guaranty from SBA. The main differences between these methods are related to the documentation which the lender provides, the amount of review which SBA conducts, the amount of the loan and the lender responsibilities in case the loan defaults and the business' assets must be liquidated. The methods are:

- Standard 7(a) Guaranty
- Certified Lender Program
- Preferred Lender Program
- Rural Lender Advantage
- SBA Express
- Patriot Express
- Export Express
- Small Loan Advantage
- Community Advantage

For the Standard, Certified and Preferred methods, the applicant fills out SBA Form 4, and the lender completes SBA Form 4-1. When requests for guarantees are processed using Express Advantage methods, the applicant uses

Fulton Bank is proud to be named the Top SBA 3rd Party Lender of the Year.

We're your local bank offering valuable solutions for your small business needs. Contact us today.

Fulton Bank
LISTENING IS JUST THE BEGINNING.*

302.934.5913 | fultonbank.com

Fulton Bank, N.A. Member FDIC. Member of the Fulton Financial Family.

more of the regular forms of the lender and just has a few federal forms to complete. When SBA receives a request that is processed through Standard or CLP procedures, it either reanalyzes or reviews the lender's eligibility and credit analysis before deciding to approve or reject. For requests processed through PLP, or Express programs, the lender is delegated the authority to make the credit decision without SBA's concurrence which help expedite the processing time.

In guaranteeing the loan, the SBA assures the lender that, in the event the borrower does not repay the loan, the government will reimburse the lending institution for a portion of its loss. By providing this guaranty, the SBA is able to help tens of thousands of small businesses every year get financing they might not otherwise obtain.

After SBA approval, the lender is notified that its loan has been guaranteed. The lender then will work with the applicant to make sure the terms and conditions are met before closing the loan, disbursing the funds, and assuming responsibility for collection and general servicing. The borrower makes monthly loan payments directly to the lender. As with any loan, the borrower is responsible for repaying the full amount of the loan in a timely manner.

What the SBA Looks for:

- Ability to repay the loan on time from the projected operating cash flow.
- Owners and operators who are of good character.
- Feasible business plan.
- Management expertise and commitment necessary for success.
- Sufficient funds, including the SBA guaranteed loan, to operate the business on a sound financial basis (for new businesses, this includes the resources to meet start-up expenses and the initial operating phase).
- Adequate equity invested in the business.
- Sufficient collateral to secure the loan or all available collateral if the loan cannot be fully secured.

SBAEXPRESS

The SBAExpress guaranty is available to lenders as a way to obtain a guaranty on smaller loans up to \$350,000. (Note: Through September 27, 2011, this has increased to \$1 million.) The program authorizes selected, experienced lenders to use mostly their own forms, analysis and procedures to process, service and liquidate SBA-guaranteed loans. The SBA guarantees

up to 50 percent of an SBAExpress loan. Loans under \$25,000 do not require collateral. The use of loan proceeds is the same as for any basic 7(a) loan. Like most 7(a) loans, maturities are usually five to seven years for working capital and up to 25 years for real estate or equipment. Revolving lines of credit are allowed for a maximum of seven years.

SBA Delaware District Office

1007 N. Orange St., Ste. 1120
Wilmington, DE 19801-1239
302-573-6294 • 302-573-6060 Fax

PATRIOT EXPRESS

The Patriot Express pilot loan initiative is for veterans and members of the military community wanting to establish or expand a small business. Eligible military community members include:

- Veterans;
- Service-disabled veterans;
- Active-duty servicemembers eligible for the military's Transition Assistance Program;
- Reservists and National Guard members;
- Current spouses of any of the above, including a servicemember;
- The widowed spouse of a servicemember or veteran who died during service or of a service-connected disability.

The Patriot Express loan is offered by SBA's widest network of lenders nationwide and features the fastest turnaround time for loan approvals. Loans are available up to \$500,000 and qualify for SBA's maximum guaranty of 85 percent for loans of \$150,000 or less and 75 percent for loans over \$150,000 up to \$500,000. For loans above \$350,000, lenders are required to take all available collateral.

The Patriot Express loan can be used for most business purposes, including start-up, expansion, equipment purchases, working capital, inventory or business-occupied real-estate purchases.

Patriot Express loans feature SBA's lowest interest rates for business loans, generally 2.25 percent to 4.75 percent over prime depending upon the size and maturity of the loan. Your local SBA district office will have a listing of Patriot Express lenders in your area. More information is available at www.sba.gov/patriotexpress.

ADVANTAGE LOANS

In early 2011, SBA rolled out two Advantage loan initiatives aimed at helping entrepreneurs and small business owners in underserved communities gain access to capital.

Both offer a streamlined loan application process and the regular 7(a) loan guaranty for loans under \$250,000.

The Small Loan Advantage program is available to lenders participating in the Preferred Lenders program. SBA lenders who are not participating in the preferred lenders program can contact their local district office to apply.

The Community Advantage pilot program opens up 7(a) lending to mission-focused, community-based lenders – such as CDFIs, CDCs, and microlenders – who provide technical assistance and economic development support in underserved markets.

More information on both programs is available at www.sba.gov/advantage.

SPECIAL PURPOSE 7(a) LOAN PROGRAMS

The 7(a) program is the most flexible of SBA's lending programs. The agency has created several variations to the basic 7(a) program to address the particular financing need of certain small businesses. These special purpose programs are not necessarily for all businesses but may be very useful to some small businesses. They are generally governed by the same rules, regulations, fees, interest rates, etc. as the regular 7(a) loan guaranty. Lenders can advise you of any variations.

CAPLines

The CAPLines program is designed to help small businesses meet their short-term and cyclical working capital needs. There are five loan programs under the CAPLines umbrella. The programs can be used to finance seasonal working capital needs; finance the direct costs of performing certain construction, service and supply contracts; finance the direct cost associated with commercial and residential construction; finance operating capital by obtaining advances against existing inventory and accounts receivable; and consolidate short-term debt. SBA provides up to an 85 percent guaranty. There are five distinct programs under the CAPLine umbrella:

- **The Contract Loan Program** is used to finance material and labor needs for a specific contract or contracts. Proceeds can be disbursed before the work begins. If used for one contract, it is generally not revolving; if used for more than one contract at a time, it can be revolving. The loan maturity is usually based on the length of the contract, but no more than five years. Contract payment must be sent directly to the lender.

- **The Seasonal Line of Credit Program** is used to support buildup of inventory, accounts receivable or labor and materials above normal usage for seasonal inventory. The business must have been in business for a period of 12 months and must have a definite established seasonal pattern. The loan may be used over again after a “clean-up” period of 30 days to finance activity for a new season. These also may have a maturity of up to five years. The business may not have another seasonal line of credit outstanding but may have other lines for non-seasonal working capital needs.
- **The Builders Line Program** provides financing for small contractors or developers to construct or rehabilitate residential or commercial property. Loan maturity is generally three years but can be extended up to five years if necessary to facilitate sale of the property. Proceeds are used solely for direct expenses of acquisition, immediate construction and/or significant rehabilitation of the residential or commercial structures. The purchase of the land can be included if it does not exceed 20 percent of the loan proceeds. Up to 5 percent of the proceeds can be used for physical improvements that benefit the property.
- **The Small Asset-Based Line** is a revolving line of credit (up to \$200,000) that provides short term working capital. These lines are generally used by businesses that provide credit to their customers. Disbursements are based on the size of a borrower’s accounts receivable and/or inventory. Repayment comes from the collection of accounts receivable or sale of inventory. It does require periodic servicing and monitoring of the collateral for which the lender can charge up to two percent annually to the borrower.
- **The Standard Asset-Based Line** is similar to the Small Asset-Based Line, but for loan amounts over \$200,000. It does require stricter servicing and monitoring and the lender may pass these costs along to the borrower.

EXPORT ASSISTANCE Trade Financing

The SBA has help for existing small businesses wanting to export goods and services.

U.S. EXPORT ASSISTANCE CENTER (USEAC)

U.S. Export Assistance Centers are a network of facilities around the U.S. staffed by SBA, U.S. Department of

Commerce and the Export-Import Bank of the U.S. to provide trade promotion and export-finance assistance for small businesses in a single location. The USEACs also work closely with other federal, state and local international trade organizations. To find the nearest USEAC, go to www.export.gov/eac.

U.S. Export Assistance Center

601 Walnut St., Ste. 580 W.
Philadelphia, PA 19106
215-597-6110 • 202-481-5216 Fax
Robert Elsas, SBA Contact
robert.elsas@trade.gov
www.sba.gov/international
www.buyusa.gov/philadelphia

EXPORT WORKING CAPITAL PROGRAM

The SBA’s Export Working Capital program (EWCP) assists lenders in meeting the needs of exporters seeking short-term export working capital. This program enables U.S. exporters to obtain loans to fund their direct export costs. The EWCP supports single transactions or revolving lines of credit. The maximum dollar amount of an export line of credit under this program is \$5 million. SBA guarantees up to 90% of a loan amount or \$ 4.5 million, whichever is less. Loan maturities are generally for a term of 12 months. The guaranty can be reissued for an additional 12 months through a new application process. The guaranty fee the SBA charges is 0.25 percent of the guaranteed amount of the loan for the initial 12 months. The borrower negotiates the interest rate and all other fees with the lender. The program offers flexible terms, low fees and a quick processing time. For information, see www.sba.gov/exportloans.

Eligibility of Exporter

You must have a business operating history of at least one year – not necessarily in exporting. The SBA may waive this requirement if you have sufficient export trade experience or other managerial experience.

Eligibility of Foreign Buyers

The foreign buyer must be a creditworthy entity and the methods of payment must be acceptable to the SBA and the export lender.

Use of EWCP Proceeds:

- To acquire inventory for export or to be used to manufacture goods for export.
- To pay the manufacturing costs of goods for export.
- To purchase goods or services for export.
- To support standby letters of credit related to export transactions.

- For pre-shipment working capital directly related to export orders.
- For post-shipment foreign accounts receivable financing.

Ineligible Use of Proceeds

- To support the applicant’s domestic sales.
- To acquire fixed assets or capital goods for the applicant’s business.
- To support a sale where the exporter is not taking title to the goods.
- To acquire, equip, or rent commercial space overseas.
- To serve as a warranty letter of credit.

Collateral Requirements

- Collateral for the manufacturing sector typically consists of a first lien on all export-related inventory and export related accounts receivable.
- Collateral for the service sector typically consists of assignment of proceeds of export-related contracts or purchase orders and a first lien on export-related accounts receivable.
- Other collateral may be required.

How to Apply

A small business exporter seeking a guaranteed EWCP loan must apply to a lender.

INTERNATIONAL TRADE LOAN PROGRAM

The SBA’s International Trade Loan program (ITL) helps small businesses engaged or preparing to engage in international trade as well as small businesses adversely affected by competition from imports. This program allows for a maximum loan amount of \$5 million. The international trade loan provides an SBA guarantee up to \$ 4.5 million for a term loan used for the acquisition, construction, renovation, modernization, improvement or expansion of long-term fixed assets or the refinancing of an existing loan used for these same purposes. It may also be used in for working capital or in conjunction with any SBA working capital loans, including the EWCP. The SBA guaranty fee and interest rates are the same as for any standard 7(a) loans.

International Business Assistance

Delaware Department of Agriculture

2320 S. Dupont Hwy.
Dover, DE 19901
800-282-8685 or 302-698-4500
302-697-6287 Fax
Mark Davis, Executive Assistant
mark.davis@state.de.us
<http://dda.delaware.gov>

Delaware Office of Management & Budget

820 N. French St.
Wilmington, DE 19801
302-577-8464 • 302-577-1176 Fax
John Pastor, International Trade Director
John.Pastor@state.de.us
www.itc.omb.delaware.gov

Port of Wilmington

1 Hausel Rd.
Wilmington, DE 19801
302-472-PORT • 302-472-7740 Fax
Gene Bailey, Executive Director
gbailey@port.state.de.us
www.portofwilmingtonde.com

U.S. Council for International Business

ATA Carnet HQ
1212 Avenue of the Americas
New York, NY 10036
866-786-5625
atacarnet@uscib.org
www.merchandisepassport.org

U.S. Export Assistance Center

601 Walnut St., Ste. 580 W.
Philadelphia, PA 19106
215-597-6110 • 215-597-6123 Fax
Robert Elsas, SBA Contact
robert.elsas@trade.gov
www.sba.gov/international
www.buyusa.gov/philadelphia

U.S. Commercial Service

U.S. Department of Commerce
215-597-7141 • 215-597-6123 Fax
Tony Ceballos, Director
antonio.ceballos@trade.gov

World Trade Center Institute Delaware

702 West St.
Wilmington, DE 19801
302-656-7905 • 302-656-7956 Fax
Rebecca Faber, Executive Director
info@wtcde.com
www.wtcde.com

Eligibility of Exporter

- Applicants must meet the same eligibility requirements for a 7(a) loan.
- Applicant must establish the loan will significantly expand or develop an export market, or the applicant has been adversely affected by import competition, and, in addition, the applicant must show that upgrading equipment or facilities will improve its competitive position.
- If eligibility is based on entering or expanding export sales, the applicant must submit a one or two page international business plan, including sufficient information to reasonably support the likelihood of expanded export sales.

Use of Proceeds

- For facilities or equipment, including purchasing land and building(s); building new facilities; renovating, improving, or expanding existing

facilities; purchasing or reconditioning machinery, equipment and fixtures; and making other improvements that will be used within the United States for producing goods or services. Refinancing a facility/building is also permissible if the original loan on the property could have been refinanced under regular 7(a).

Collateral Requirements - Collateral requirements are the same as for regular 7(a) loans.

How to Apply - A small business exporter seeking a guaranteed loan must apply to an SBA participating lender. Call your local SBA District Office for a list of participating lenders.

EXPORT EXPRESS

The Export Express program is designed to help SBA meet the export financing needs of small businesses. It is subject to the same loan processing, making, closing, servicing, and liquidation requirements as well as the same maturity terms, interest rates, and applicable fees as for other SBA loans except as noted below. The total Export Express loan cannot exceed \$500,000. SBA guarantees 90 percent for loans of \$350,000 and under and 75 percent for loans greater than \$350,000 up to the maximum of \$500,000. SBA allows participating lenders to make their own credit decisions. SBA provides a quick processing time, less than 36 hours.

Eligible Buyers - The same as for the Export Working Capital Program.

Use of Proceeds

- Finance standby letters of credit used for either bid or performance bonds;
- Finance export development activities such as export marketing and promotional activities, participation in foreign trade shows, translation of product literature for foreign markets, and other activities designed to initiate or expand the applicant's export of its products/services from the U.S.;
- Provide transaction-specific financing for overseas orders;
- Provide revolving lines of credit for export purposes, the term of which must not exceed seven years. In some instances, as a normal course of business, the borrower may use portions of revolving lines of credit for domestic purposes, but no less than 70 percent of the revolving line to be used for export related purposes;
- Provide term loans and other financing to enable small business concerns, including small business export trading companies to develop foreign markets; and
- Acquire, construct, renovate, modernize, improve or expand production facilities or equipment to be used in the U.S. in the production of goods or services to be exported from the U.S.

Ineligible Use of Proceeds

Proceeds may not be used to finance overseas operations, other than those strictly associated with the marketing and/or distribution of products/services exported from the U.S.

How to Apply

The application process is the same for the SBAExpress, except the applicant must demonstrate that loan proceeds will enable it to enter a new export market or expand an existing export market. The applicant must submit to the lender a plan that includes projected export sales for the upcoming year as well as the dollar volume of export sales for the previous year.

SBA'S NON-7(a) LOAN PROGRAMS

In addition to the 7(a) Loan program SBA has three other non-disaster assistance programs which can help small businesses gain access to capital and bonding.

CERTIFIED DEVELOPMENT COMPANY LOAN PROGRAM (504 LOANS)

The 504 Loan program is an economic development program that supports American small business growth and helps communities through business expansion and job creation. This SBA program provides long-term, fixed-rate, subordinate mortgage financing for acquisition and/or renovation of capital assets including land, buildings and equipment. Some refinancing is also permitted. Most for-profit small businesses are eligible for this program. The types of businesses excluded from 7(a) loans (listed previously) are also excluded from the 504 loan program.

Loans are provided through Certified Development Companies. CDCs work with banks and other lenders to make loans in first position on reasonable terms, helping lenders retain growing customers and provide Community Redevelopment Act credit.

The SBA 504 loan is distinguished from the SBA 7(a) loan program in these ways:

The maximum debenture, or long-term loan, is:

- \$5 million for businesses that create a certain number of jobs or improve the local economy;
- \$5 million for businesses that meet a specific public policy goal, including veterans; and
- \$5.5 million for manufacturers and energy public policy projects.

Recent additions to the program allow \$5.5 million for each project that reduces

the borrower's energy consumption by at least 10 percent; and \$5.5 million for each project that generates renewable energy fuels, such as biodiesel or ethanol production. Projects eligible for up to \$5.5 million under one of these two requirements do not have to meet the job creation or retention requirement, so long as the CDC portfolio average is at least \$65,000.

- Eligible project costs are limited to long-term, fixed assets such as land and building (occupied by the borrower) and substantial machinery and equipment. Working capital is not an eligible use of proceeds.
- Most borrowers are required to make an injection (borrower contribution) of just 10 percent which allows the business to conserve valuable operating capital. A further injection of 5 percent is needed if the business is a start-up or new (less than 2 years old) and a further injection of 5 percent is also required if the primary collateral will be a single purpose building.
- Two-tiered project financing: a lender finances approximately 50 percent of the project cost and receives a first lien on the project assets (but no SBA guaranty); A CDC (backed by a 100% SBA-guaranteed debenture) finances up to 40% of the project costs secured with a junior lien. The borrower provides the balance of the project costs.
- Fixed interest rate on SBA loan. SBA guarantees the debenture 100 percent. Debentures are sold in pools monthly to private investors. This low, fixed rate is then passed on to the borrower and establishes the basis for the loan rate.
- All project-related costs can be financed, including acquisition (land and building, land and construction of building, renovations, machinery and equipment) and soft costs, such as title insurance and appraisals. Some closing costs may be financed.
- Collateral is typically a subordinate lien on the assets financed; allows other assets to be free of liens and available to secure other needed financing.
- Long-term real estate loans are up to 20-year term, heavy equipment 10 or 20-year term and are self-amortizing.

Businesses that receive 504 loans are:

- Small — net worth under \$15 million, net profit after taxes under \$5 million, or meet other SBA size standards.
- Organized for-profit.
- Most types of business — retail, service, wholesale or manufacturing.

The SBA's 504 certified development companies serve their communities by financing business expansion needs. Their professional staffs works directly with borrowers to tailor a financing package that meets program guidelines and the credit capacity of the borrower's business. For information, visit www.sba.gov/504.

Chesapeake Business Finance Corporation Washington, DC Office:

1101 30th St. N.W., Ste. 500
Washington, DC 20007
800-453-0262 or 202-342-2973
202-342-0389 Fax
John Sower, President
Sower1@erols.com
www.chesapeake504.com
Area of operation: Kent and Sussex Counties

Maryland Office:

4606 Wedgewood Blvd.
Frederick, MD 21703
301-668-1844 • 301-668-1845 Fax
Michael Schwartz, Advisor
www.chesapeake504.com
Area of operation: Kent and Sussex Counties

Delaware Community Development Corporation

Community Services Bldg.
100 W. 10th St., Ste. 706
Wilmington, DE 19801
302-571-9088 • 302-652-5679 Fax
Bill Abernathy, Executive Director
ybumpers@wedco.org
www.wedco.org
Areas of operation: New Castle, Kent and Sussex Counties

DeVal Business Finance Corporation

6100 City Line Ave., Ste. P-218
Philadelphia, PA 19131
215-871-3770 • 215-871-3776 Fax
Michael A. Schwartz, President
mschwartz@delval504.com
www.delval504.com
Area of operation: New Castle County

Mid-Atlantic Business Finance Company

1410 N. Crain Hwy., Ste. 5B
Glen Burnie, MD 21061
800-730-0017 or 410-863-1600
410-863-7446 Fax
Tony Hamelett, President
inquiries@mabfc.com
www.mabfc.com
Areas of operation: Kent & Sussex Counties

MICROLOAN PROGRAM

The Microloan program provides small loans ranging from under \$500 to \$50,000. Under this program, the SBA makes funds available to nonprofit intermediaries that, in turn, make the small loans directly to entrepreneurs, including veterans. Proceeds can be used for typical business purposes such as working capital, or the purchase of furniture, fixtures, machinery, supplies, equipment, and inventory. Microloans may not be used for the purchase of real estate. Interest rates are negotiated between the borrower and the intermediary. The maximum term for a microloan is 7 years. For more information, go to www.sba.gov/microloans.

First State Community Loan Fund

Community Services Bldg.
100 W. 10th St., Ste. 1005
Wilmington, DE 19801
800-652-4779 or 302-652-6774
302-656-1272 Fax
Vandell Hampton Jr., Executive Director
fscf@firststateloan.org
www.firststateloan.org
Area of operation: New Castle, Kent and Sussex Counties

THE SURETY BOND GUARANTEE PROGRAM

The Surety Bond Guarantee program is a public-private partnership between the federal government and surety companies to provide small businesses with the bonding assistance necessary for them to compete for public and private contracting and subcontracting opportunities. The guarantee provides all incentive for sureties to bond small businesses that would otherwise be unable to obtain bonding. The program is aimed at small businesses that lack the working capital or performance track record necessary to secure bonding on a reasonable basis through regular commercial channels.

Through this program, the SBA guarantees bid, payment, performance and ancillary bonds issued by surety companies for individual contracts and subcontracts up to \$2 million. The SBA reimburses sureties between 70 and 90 percent of losses sustained if a contractor defaults on the contract.

The SBA has two program options available, the Prior Approval Program (Plan A) and the Preferred Surety Bond Program (Plan B). In the Prior Approval Program, SBA guarantees 90 percent of surety's paid losses and expenses on bonded contracts up to \$100,000, and on bonded contracts greater than \$100,000 that are awarded to socially and economically disadvantaged concerns, HUBZone contractors, and veterans, and service-disabled veteran owned small businesses. All other bonds guaranteed in the Plan A Program receive an 80 percent guarantee. Sureties must obtain SBA's prior approval for each bond guarantee issued. Under Plan B, SBA guarantees 70 percent, but sureties may issue, monitor and service bonds without SBA's prior approval.

SBA Delaware District Office

1007 N. Orange St., Ste. 1120
Wilmington, DE 19801-1239
302-573-6294 • 302-573-6060 Fax



LOAN GUARANTY PROGRAMS

Information current as of March 2011 • All SBA programs and services are provided on a nondiscriminatory basis.

U.S. Small Business Administration

Program	Maximum Amount	Percent of Guaranty	Use of Proceeds	Maturity	Maximum Interest Rate	Guaranty Fees	Who Qualifies	Benefit to Borrowers
7(a) Loans								
Standard 7(a): Applicant applies to lender for loan; Lender applies to SBA for guaranty if they determine it is necessary.	\$5 million gross (\$3.75 million guaranty)	85% on loans of \$150,000 or less; 75% for loans over \$150,000.	Expansion/renovation; new construction, purchase land or buildings; purchase equipment, fixtures, lease-hold improvements; working capital; refinance debt for compelling reasons; short term line of credit, inventory.	Depends on ability to repay. Generally working capital & machinery and equipment (not to exceed life of equipment) is 5-10 years; real estate is 25 years.	Generally Base Rate (Wall Street Prime, LIBOR + 3.0, or SBA Peg Rate plus allowable spread: 2.25% when maturity less than 7 years, 2.75% when maturity 7 years or more.	Check with local SBA District Office for current information.	Must be for profit and meet SBA size standards; show good character, credit, management, and ability to repay; Must be an eligible type of business.	Long-term financing; Improved cash flow; Fixed maturity; No balloons; No prepayment penalty (under 15 years).
SBAExpress Lender approves; Minimal SBA paperwork for lenders.	\$1,000,000	Lender provided a 50% guaranty from SBA	Same as Standard 7(a) or may be used for revolving lines of credit.	Same as Standard 7(a) for loan terms; Revolving lines of credit up to 7 years.	Check with local SBA District Office for current information.	Check with local SBA District Office for current information.	Same as Standard 7(a)	Faster turnaround; Streamlined process; Easy-to-use line of credit.
Patriot Express Lender approves loan; Minimal additional SBA paperwork.	\$500,000	Same as Standard 7(a)	Same as Standard 7(a) except cannot be revolving.	Same as Standard 7(a)	Same as Standard 7(a)	Same as Standard 7(a)	Same as Standard 7(a) plus must be owned & controlled by one or more of the following groups equaling 51% total ownership: veteran, active-duty military, reservist or National Guard member or spouse of any of these groups, or widowed spouse of service member or veteran who died during service or of service-connected disability.	Lower interest rate maximums than other SBA Express programs. Less paperwork Fast turnaround Expanded eligibility Electronic application
CAPLines: Short-term/Revolving Lines of Credit; Seasonal Contract Builders Standard/ Small Asset-Based.	\$5 million (small asset based limited to \$200,000)	Same as Standard 7(a)	Finance seasonal working capital needs; cost to perform; construction costs, advances against existing inventory and receivables, consolidation of short-term debts.	Up to 5 years.	Same as Standard 7(a)	Same as Standard 7(a)	Same as Standard 7(a) plus a business that needs specialized proceeds this program offers.	Provides short-term working capital; Structured to meet business needs; Funds to perform on an assignable contract, to cover seasonal needs, to build or renovate personal or commercial space, and to obtain funds against existing current assets.
International Trade to help a business obtain fixed assets used in producing goods and services to be exported.	\$5 million	Same as Standard 7(a)	For the acquisition of long-term, fixed assets plus working-capital loans associated with international trade.	Up to 25 years.	Same as Standard 7(a)	Same as Standard 7(a)	Same as Standard 7(a) plus businesses must be engaged/preparing to engage in international trade/adversely affected by competition from imports.	Long-term financing for land and building where assets are used to produce products for export.
Export Working Capital Program 1-page application, fast turnaround, may apply for prequalification letter.	\$5 million (may be combined with International Trade loan)	Most guaranteed at 90%	Short-term, working-capital loans for exporters.	Up to 3 years but matched single transaction cycle or generally 1 yr. for line of credit.	Established by lender	Same as Standard 7(a)	Same as Standard 7(a) plus must have been in business for at least one year.	Short-term working capital for export needs; inexpensive minimum guaranty fee when maturity one year (one quarter of one percent); Revolving or transaction based; Allows specific financing for exporting without disrupting domestic financing and business plan.
Small Loan Advantage PLP lenders request guarantees using streamlined forms.	\$250,000 gross loan amount	Same as Standard 7(a)	Same as Standard 7(a) except cannot be revolving.	Same as Standard 7(a)	Same as Standard 7(a)	Same as Standard 7(a)	Applicants seeking loans of \$250,000 or less who apply to PLP lenders.	PLP lenders may be more willing to provide financing to applicants seeking smaller loans with the streamlined application forms.
Community Advantage Allows mission-oriented lenders focused on economic development in underserved markets to apply for 7(a) guaranty on loan they propose to make to an otherwise eligible small business.	\$250,000 gross loan amount	Same as Standard 7(a)	Same as Standard 7(a) except cannot be revolving and cannot be used to refinance loans made by or guaranteed by the Dept. of Agriculture or loans by SBA Micro-Lenders using their SBA intermediary loan.	Same as Standard 7(a)	Same as Standard 7(a) except allowable "Spread" is +4.1% rather than base +2.25 or 2.75	Same as Standard 7(a)	Loan eligibility requirements are same as for Standard 7(a) loans, but the business should be located in an underserved market.	Borrower's in underserved markets have more choices on the types of lenders who can provide them financing if their financing needs an SBA guaranty and the technical assistance needs of the applicant are assessed by the lenders.
Non-7(a) Loans								
Microloans Loans through non-profit lending organizations; technical assistance also provided.	\$50,000 (total loan amount to small business borrower)	Not Applicable	Purchase machinery and equipment, fixtures, lease-hold improvement; Finance increased receivables; working capital.	Shortest term possible, not to exceed 6 years.	Check with local SBA District Office for current information.	Not Applicable	Same as 7(a)-Must be profit, meet SBA size standards; show good character credit, management, and ability to repay; Must be an eligible type of business - except nonprofit daycare.	Direct loans from nonprofit intermediary lenders; Fixed-rate financing; Very small loan amounts; Technical assistance available.
504 Loans Fixed Asset, Financing provided by Certified Development Companies (CDCs) and Third Party Lenders.	Up to \$5.0 million	100% guaranty on 504 portion; No guaranty on third party portion.	Long-term, fixed-asset loans	10- or 20-year term	Check with local SBA District Office for current information.	Check with local SBA District Office for current information.	For profit businesses that do not exceed \$15.0 million in tangible net worth and do not have average net income over \$5 million for past 2 years.	Fees under 3 percent; long-term fixed rate; low down payment; full amortization; no balloons.



SMALL BUSINESSES EMPLOY OVER HALF
OF THE NATION'S PRIVATE WORKFORCE

Put your ideas to work.

Start small.

With over 17,000 resource listings across the country, we provide you with door-to-door directions to lenders, training, and support that will help you start your own small business.

SmallBusiness³
www.smallbusiness3.com

Putting America Back to Work

THE SMALL BUSINESS JOBS ACT:

THE TOOLS SMALL BUSINESSES NEED

On Sept. 27, President Obama signed the Small Business Jobs Act, which is the most significant piece of small business legislation in over a decade. The Jobs Act provides entrepreneurs and small business owners with a toolbox that includes tax relief, access to capital, more contracting opportunities and exporting assistance, so they can grow and create the jobs America needs. So, whether you're starting a business or looking to grow, here are the facts you need to know to take advantage of all that's in the Small Business Jobs Act.

PROVIDING TAX RELIEF FOR SMALL BUSINESSES

As tax season approaches, there are several new tax cuts that small business owners can take advantage of, including:

- The highest ever small business expensing limits—\$500,000 for 2010 and 2011
- Carry back for qualified small businesses of general business credits to offset five years of taxes
- Zero capital gains taxes on qualified stock investments in small businesses for the 2010 tax year
- Increased deductions for start-up expenditures for entrepreneurs for the 2010 tax year
- Easier deductions for employer-provided cell phones
- New deductions for health insurance costs for self-employed business owners and their family members
- Limits on penalties for errors in tax reporting that disproportionately affect small business
- Extended bonus depreciation

HELPING SMALL BUSINESSES GAIN ACCESS TO CAPITAL

Access to capital is one of the biggest concerns facing small businesses. You may have heard about the Jobs Act's extensions of the popular provisions which increased the guarantee on loans and reduced the borrower fees in our top two programs. This helped SBA turn \$505 million in taxpayer funds into \$12 billion in overall small business lending. This temporary provision has drawn to a close, but the Jobs Act made a number of changes to SBA lending which will help small businesses get the capital they need.

For small businesses like manufacturers, exporters, and franchises, that are ready to grow but need larger loans, the Jobs Act permanently increased the limits on SBA loans from \$2 million to \$5 million. This will help more small businesses who need capital use SBA loans. The Jobs Act also increases SBA microloan maximums from \$35,000 to \$50,000. SBA data shows that microloans often benefit entrepreneurs who need startup capital and business owners in underserved communities who often find it harder to access capital.

The Jobs Act contained two important temporary provisions. The limit on quick-turnaround SBA Express loans was increased from \$350,000 to \$1 million through September, 2011. And, the Jobs Act will soon temporarily allow owner-occupied small businesses to use SBA's 504 loan program to refinance their non-SBA commercial real estate mortgages. With a large percentage of commercial real estate mortgages set to mature in the next few years, many small business owners face the negative impact of declining real estate values. Allowing good, healthy small businesses to refinance their mortgages will help them keep their doors open and protect jobs, as well as get more stable, long-term mortgage financing.

HELPING SMALL BUSINESSES WIN GOVERNMENT CONTRACTS

Are you a government contractor? The Federal government is the largest purchaser of goods and services in the world. Last year, \$100 billion in Federal contracts went to small businesses. The Jobs Act contains provisions to help build on that and get more contracts in the hands of small businesses in 2011 and beyond.

For instance, the law reaffirmed “parity” among federal small-business contracting programs. When awarding contracts that are set-aside for small businesses, contracting officers are free to choose among businesses owned by women and service-disabled veterans, as well as businesses participating in HUBZone and 8(a) programs.

The law eliminates the “Competitiveness Demonstration” program, which limited opportunities for small contractors in 11 industries where they excel, such as construction, landscaping and pest control. This will build on the \$24 billion small businesses won in these industries in Fiscal Year 2009 (effective January 31, 2011).

The law gives contracting officers the ability to reserve orders for small business participation on contracts with multiple awards including the Federal Supply Schedule (GSA Multiple Award Schedule). The law makes it harder for agencies to “bundle” contracts, a practice that makes it more difficult for small businesses to compete.

The law establishes a legal standing of “presumption of loss” when a business misrepresents its ownership status or size in winning a government contract. This allows a federal agency to claim a loss on the purchase, enabling those agencies, including the Department of Justice, to vigorously pursue fraudulent firms.

The law holds large prime contractors more accountable to their own subcontracting plans by requiring written justification when plans aren’t met and when small business subcontractors aren’t paid on time. This helps eliminate “bait-and-switch” tactics that occur when large primes – after winning the prime contract – don’t follow through with their own plans to give subcontracts to small businesses.

Whether your small business has worked on government contracts for years, or you’re looking at contracting as a way to grow, there’s good news in the Jobs Act.

HELPING SMALL BUSINESSES GROW THROUGH EXPORTING

Small businesses are the sector of the economy that’s best poised for growth through exporting. With the growth in new technology, new markets are opening up small businesses all the time. And since the President has made it a priority to double the country’s exports, now is a perfect time to begin exporting. The Jobs Act makes growing your business through exporting easier than ever.

The loan limits in SBA’s International Trade Loans and Export Working Capital have been increased to \$5 million. These loans support small business exporters who need capital to invest in exporting and fill orders coming from overseas. Moreover, the Export Express Pilot is now a permanent, with 90% guarantees for loans up to \$350,000 and 75% for loans between \$350,000 and \$500,000. Lastly, the Jobs Act provides funding for competitive grants for states to help small business owners with exporting.

MORE TOOLS FOR SMALL BUSINESSES

There are dozens and dozens of programs, resources, and tools to support your small business in the Small Business Jobs Act. From the new loan programs and tax cuts mentioned above, to the Treasury Department’s Small Business Lending Fund that will help many community banks around the country, you’re sure to find what you need to grow your business and create jobs. Your local SBA district office or resource partner can help you navigate the ins-and-outs of the Jobs Act, or you can get started by visiting www.SBA.gov.



CONTRACTING OPPORTUNITIES FEDERAL PROCUREMENT OPPORTUNITIES

How to Apply for Government Contracts

The U.S. government is the largest single purchaser of goods and services in the world, buying everything from armored tanks to paper clips. Every year, the federal government awards more than \$500 billion in contracts, and a significant share of those contracts are specifically allotted to small businesses.

The SBA works with agencies to award at least 23 percent of all prime government contracts to small businesses, with specific statutory goals for small disadvantaged businesses, women-owned, service-disabled veteran-owned, or is located in historically underutilized business zones (HUBZone).

The agency ensures that small businesses have access to long-lasting development opportunities, which means working with small businesses to help them stay competitive, as well as encouraging federal agencies to award more contracts to small businesses. The SBA features outreach programs, matchmaking events, and online training opportunities; and helps agencies identify opportunities for small businesses.

HOW GOVERNMENT CONTRACTING WORKS

Sealed bidding vs. Negotiation

There are two methods the government uses to purchase goods and services, sealed bidding and negotiation. The first method, sealed bidding, involves issuing an invitation for bid by a procuring agency. Under the sealed bidding method, a contract is usually awarded to the lowest priced bidder that can meet the quantity, quality and delivery requirements of the procurement. The second method, negotiation, involves issuing a request for proposal or request for quotation. The business with the best proposal in terms of technical content, price and other factors generally wins the contract.



Types of Contracts

Firm fixed price contracts places the responsibility for the costs and risk of loss on the contractor. Firm fixed price contracts do not permit any adjustment on the basis of the contractor's costs during the performance of the contract. This type of contract is used in all sealed bid and some negotiated procurements.

Cost reimbursement contracts provide for the payment of allowable costs incurred by the contractor, to the extent stated in the contract. The contract establishes a ceiling price, above which a contractor may not exceed without the approval of the contracting officer. Cost reimbursement contracts are used in research contracts that have commercial applicability.

Some contracts do not fit neatly into these two categories, such as time and material contracts (prices for hourly wages are fixed but the hours are estimated) and letter contracts (authorizes a contractor to begin work on an urgent requirement).

Small Business Set-Asides

A "set-aside" for small businesses reserves an acquisition exclusively for small business concern participation. There are two ways in which set-asides can be determined. First, if an acquisition of goods or services has an anticipated dollar value of at least \$3,000 but not exceeding \$100,000, it is automatically reserved for small businesses. The acquisition will be set aside only if the contracting officer determines there are two or more responsible small business concerns that are competitive in terms of market prices, quality and delivery. Second, if an acquisition of goods or services is more than \$100,000, and if it's likely offers will be obtained from at least two responsible small business concerns, and if awards will be made at fair market prices, the acquisition is reserved for exclusively for small business concerns. Reasonable expectations of small business competition may be evaluated using past acquisition history of an item or similar items.

There are several exceptions and unique rules for specific kinds of small businesses and industries. For R&D small business set-asides, there must be reasonable expectation of obtaining from small businesses the best scientific and technological sources consistent with the demands of the proposed acquisition. For small business set-asides other than for construction services, any concern proposing to furnish a product that it did not itself manufacture must furnish the product of a small business manufacturer unless the SBA has granted either a waiver or exception to this requirement. In industries where the SBA finds that there are no small business manufacturers, it may issue a waiver to the non-manufacturer rule. Waivers permit small businesses to provide any domestic firm's product.

Subcontracting

Subcontracting opportunities are a great resource for small businesses, especially to those not ready to bid as prime contractors. Experience gained from subcontracting with a federal prime contractor can better prepare businesses to bid for prime contracts.

Current regulations stipulate for contracts offering subcontracting opportunities over \$650,000 for goods and services, or \$1.5 million for construction, large business prime contractors must offer maximum practicable subcontracting opportunities to small businesses. Large business prime contractors must submit a subcontracting plan describing how they will successfully subcontract to small businesses.

To find subcontracting opportunities, a list of Federal prime contractors is available through SBA's Subcontracting Directory at www.sba.gov and www.gsa.gov. Research the list of prime contractors and determine which are best suited for your business. Develop a marketing strategy, and then contact the Small Business Liaison Officer listed for each prime to schedule an appointment.

CERTIFICATE OF COMPETENCY PROGRAM

The Certificate of Competency program allows a small business, that is the apparent successful offeror, to appeal a contracting officer's non-responsibility determination that it is unable to fulfill the requirements of a specific government contract. The SBA will conduct a detailed review of the

firm's technical and financial capabilities to perform on the contract. If the business demonstrates the capability to perform, the SBA issues a Certificate of Competency to the contracting officer, requiring award of that contract to the small business.

WHAT YOU SHOULD KNOW ABOUT YOUR BUSINESS

To be eligible to bid on a federal contract, you must know your business. Answer the following three questions:

1. Are you a small business?

Is your small business:

- Organized for profit?
- Located in the U.S.?
- Operated primarily within the U.S. or making a significant contribution to the U.S. economy through payment of taxes or use of American products, materials, or labor?
- Independently owned and operated?
- Not dominant in the field of operation in which it is bidding for government contracts?
- A sole proprietorship, partnership, corporation, or any other legal form?

If the first six criteria apply to your business, ask yourself the second important question to find out if your business meets size standard requirements.

2. What is the size standard for your business?

Size standards are used to determine whether a business is small or "other than small". Size standards vary depending upon the industry. To determine the size standard for your business, you will need a NAICS code. Every federal agency uses these codes when considering your business. To determine your NAICS code, go to www.census.gov/eos/www/naics/

Some SBA programs require their own unique size standards. To find out more about these requirements and other size standard information, go to www.sba.gov/size

3. Do you fall under a specific certification?

Under the umbrella of "small business," SBA has outlined several specific certifications that businesses may fall under. These certifications are divided into two categories: SBA-Certified and Self-Certified.

The SBA-Certified Programs were created to assist specific businesses in securing federal contracts and therefore can only be issued by SBA administrators. For the Self-Certified Programs, you can determine for yourself if your business meets the requirements by referring to the Federal

Acquisition Regulations (FAR).

Just as Congress has given federal agencies a goal of procuring 23 percent of federal contracts from small businesses, so too must federal agencies meet specific contracting goals for other categories of small firms. These goals are:

- 5 percent of contracts go to Small Disadvantaged Businesses
- 5 percent go to Women-Owned Small Businesses
- 3 percent go to Service-Disabled Veteran-Owned Small Businesses
- 3 percent go to HUBZone Small Businesses

Federal agencies have a strong incentive to fulfill these contracting goals. You should apply for those SBA-Certified and Self-Certified programs for which you qualify to take advantage of contracting opportunities.

HUBZone

The HUBZone program helps small businesses located in distressed urban and rural communities, known as Historically Underutilized Business Zones, gain access to federal set-aside contracts and sole source contracts as well as a price evaluation preference in full and open contract competitions. There is a statutory requirement that HUBZone small business concerns be awarded not less than 3 percent of the total value of all prime contract awards. The HUBZone program also establishes preference for award of federal contracts to small businesses in these areas. To qualify for the program, a business (except tribally-owned concerns) must meet the following criteria:

- It must be a small business by SBA size standards
- It must be owned and controlled at least 51% by U.S. citizens, or a Community Development Corporation, an agricultural cooperative, or an Indian tribe
- Its principal office must be located within a "Historically Underutilized Business Zone," which includes lands considered "Indian Country" and military facilities closed by the Base Realignment and Closure Act
- At least 35% of its employees must reside in a HUBZone.

Existing businesses that choose to move to qualified areas are eligible to apply for certification. To fulfill the requirement that 35 percent of a HUBZone firm's employees reside in a HUBZone, employees must live in a primary residence at a place for at least 180 days, or as a currently registered voter, and with intent to live there indefinitely.

SBA is responsible for:

- Determining whether or not individual concerns are qualified HUBZone small business concerns;
- Maintaining a list of qualified HUBZone small business concerns for use by acquisition agencies in awarding contracts under the program;
- Adjudicating protests and appeals of eligibility to receive HUBZone contracts.

For additional information, visit www.sba.gov/hubzone.

8(a) BUSINESS DEVELOPMENT PROGRAM

The 8(a) Business Development program is a nine year program established to assist eligible socially and economically disadvantaged individuals develop and grow their businesses. Business development assistance includes one-to-one counseling, training workshops, and other management and technical guidance. There is a statutory requirement that small disadvantaged business concerns be awarded not less than 5 percent of the total value of all prime contract awards. All firms that become eligible for SBA's 8(a) business development assistance are also considered small disadvantaged business concerns for federal contracting. To be eligible for the 8(a) Business Development program, a business must meet the following criteria:

- It must be a small business by SBA size standards;
- It must be owned (at least 51 percent) by one or more individuals who qualify as socially and economically disadvantaged, and who are US citizens of good character;
- It must be controlled, managed, and operated by one or more individuals who qualify as disadvantaged, and;
- It must demonstrate potential for success (generally by being in business for at least two full years) before applying.

Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual capabilities. The following individuals are presumed to be socially disadvantaged: Black Americans, Native Americans, American Indians, Eskimos, Aleuts, or Native Hawaiians, Hispanic Americans, Asian Pacific Americans, and Subcontinent Asian Americans. An individual who is not a member of one of these groups must establish individual social disadvantage by a preponderance of evidence. Economically disadvantaged

individuals are socially disadvantaged individuals whose ability to compete in the free-enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same or similar line of business who are not socially disadvantaged.

Firms owned by Alaska Native Corporations, Indian Tribes, Native Hawaiian Organizations, and Community Development Corporations can also apply to the SBA for 8(a) business development assistance.

So that approved firms can obtain training, counseling, and business development assistance, SBA designates a staff person at a local SBA District Office, geographically near the business.

SBA is responsible for

- Determining whether a business qualifies for the 8(a) Business Development program
- Determining whether a business continues to qualify, during the nine-year term.
- Approving Mentor/Protégé agreements between 8(a) firms and large businesses.

For additional information, visit www.sba.gov/8a.

SDB

An SDB (Small Disadvantaged Business) is defined as a small business that is at least 51 percent owned and controlled by one or more individuals who are socially and economically disadvantaged.

There is a federal-government wide goal of awarding at least 5 percent of prime contracting dollars to SDBs each year. Large prime contractors must also establish a subcontracting goal for SDBs in their Subcontracting Plans.

Firms self-certify as SDB for without submitting any application to SBA, however firms approved by SBA into the 8(a) Business Development program are automatically certified as an SDB. To self-certify, firms should update their CCR profiles and update their ORCA profiles, making sure that both profiles reflect their SDB status.

SDVOSB

The SDVOSB (Service-Disabled Veteran-Owned Small Business) program has a federal government-wide goal of awarding at least 3 percent of prime and subcontracting dollars to Service-Disabled Veteran-

Owned Small Businesses each year. Large prime contractors must also establish a subcontracting goal for Veteran-Owned Small Businesses in their Subcontracting Plans. These subcontracting goals are reviewed at time of proposal by both the contracting officer and SBA prior to the award of a contract.

The SDVOSB Protest is administered by SBA to ensure that only businesses owned by service-disabled veterans receive contracts reserved exclusively for them. When a business's SDVOSB self-certification is challenged, SBA determines if the business meets the status, ownership, and control requirements.

To determine your eligibility, contact your local veterans business development officer, visit the various program websites, or contact SBA's Office of Veterans Business Development at www.sba.gov/vets.

For more information on certifications not described in depth here, refer to the glossary of terms.

WOMEN-OWNED SMALL BUSINESS FEDERAL CONTRACT PROGRAM

On October 7, 2010, the SBA published a final rule effective February 4, 2011, aimed at expanding federal contracting opportunities for women-owned small businesses. The Women-Owned Small Business Federal Contract program authorizes contracting officers to set aside certain federal contracts to Women-owned firms. For additional information, visit www.sba.gov/content/contracting-opportunities-women-owned-small-businesses.



HOW TO GET STARTED

Once you have identified the important information regarding your business, it is time to start the process of procuring a government contract. Take these necessary steps to begin the bidding process:

1. Identify your DUNS (Data Universal Numbering System) number

To register your business, obtain a DUNS number used to identify and track millions of businesses. You can obtain your free DUNS number when registering with the CCR (Central Contractor Registration) at www.ccr.gov or by contacting Dun & Bradstreet at www.dnb.com.

2. Identify your EIN (Employer Identification Number)

An EIN, otherwise known as a federal tax identification number, is generally required of all businesses. For more information, go to www.irs.gov.

3. Identify your NAICS and SIC codes

The NAICS and SIC codes are used to classify the industry a particular business occupies. To register your business, supply at least one code. Refer to the Glossary for more information.

4. Register with the CCR

The CCR is an online government-maintained database of companies wanting to do business with the federal government. Agencies search the database for prospective vendors. The CCR is at www.ccr.gov.

After completing registration, you will be asked to enter your small business profile information through the SBA Supplemental Page. The information will be displayed in the Dynamic Small Business Search.

Creating a profile in CCR and keeping it current ensures your firm has access to federal contracting opportunities. Entering your small business profile, including your business information and key word description, allows contracting officers, prime contractors, and buyers from state and local governments to learn about your company.

5. Use ORCA

Prospective contractors must complete (electronically or through submission of paperwork), representations and certifications for small business size and program status as part of the process that registers your business for federal contracting opportunities. To make this process easier for everyone involved, the government developed ORCA (Online Representations and Certifications Application), where generally, businesses can complete all of the paperwork online. To begin this process, first register your firm in CCR, then go to www.orca.bpn.gov.

6. Register with the GSA Schedule

The GSA (Government Services Administration) Multiple Award Schedule (aka Federal Supply Schedule) is used by GSA to establish long-term, government-wide contracts with commercial firms. Once these contracts are established, government agencies can order the supplies and services they need directly from the firms through the use of an online shopping tool. Becoming a GSA schedule contractor increases your opportunity for contracts across all levels of government. Businesses interested in becoming GSA schedule contractors should review the information available at www.gsa.gov/schedules.

7. Make Sure Your Business is Financially Sound

This critical step is absolutely necessary to make sure that your business is financially prepared for the journey ahead. Even if you are able to obtain a government contract, you will not be receiving all of the money at once. It helps to have a clear plan of how your business will stage the benefits of the contract.

8. Search FedBizOpps for contracting opportunities

Federal Business Opportunities, or FedBizOpps, is an online service operated by the federal government that announces available business opportunities. FedBizOpps helps identify the needs of federal agencies and available contracting opportunities. To begin searching for contracting opportunities, go to www.fbo.gov.

9. Marketing Your Business

Registering your business is not enough to obtain a federal contract: you will need to market your business to attract federal agencies. Tips for good marketing are:

- o Determine which federal agencies buy your product or service, and get to know them
- o Identify the contracting procedures of those agencies
- o Focus on opportunities in your niche and prioritize

Although not required, you may want to obtain a PSC (Product Services Code) and/or a FSC (Federal Supply Classification). These codes provide additional information about the services and products your business offers.

AVAILABLE RESOURCES

SBA has a variety of services and resources that can provide you with more information and coach you through the necessary steps to take in order to be successful in your search for a government contract.

1. The 8(a) Business Development Program

The 8(a) Business Development Program provides development support to small businesses that are economically and/or socially disadvantaged. To find out more, go to www.sba.gov/8a.

2. The Mentor Protégé Program

The Mentor Protégé Program encourages approved mentors to provide various forms of business assistance to eligible 8(a) participants as protégés to improve their ability to compete in the public and private marketplaces successfully. To find out more, go to www.sba.gov/mentor-protége.

3. Online Training Programs

SBA's Small Business Training Network is a virtual campus complete with courses and programs to help the small business owner. The free, 30-minute course, "Business Opportunities: A Guide to Winning Federal Contracts," is a good introduction for businesses looking to obtain a contract with the federal government. To view this course, among others, go to www.sba.gov/training.

4. Online Podcasts

To make help even more accessible, SBA has podcasts on a variety of topics that will provide more specific information on SBA, government contracting, and small businesses. To access these podcasts, go to www.sba.gov/training and select the topic you want to learn more about.

5. Counseling Services

SBA has a variety of counseling services aimed at targeting the various needs of small business owners. Some of the counseling services we offer are:

- o SBA district offices: These offices can provide general information about SBA and government contracts.
- o SBDCs (Small Business Development Centers): SBDCs provide management assistance to current and prospective small business owners in the form of both information and guidance.
- o WBCs (Women's Business Centers): WBCs exist to help women entrepreneurs, especially women who are economically and/or socially disadvantaged, start and grow their own business. This is achieved through comprehensive training and counseling on a vast array of topics in many languages.
- o SCORE - Counselors to America's Small Business: One of SBA's resource partners, SCORE is a non-profit organization dedicated to helping entrepreneurs and small business start, grow, and succeed nationwide.

GLOSSARY OF TERMS

- o Office of Veterans Business Development: The Office of Veterans Business Development aims at maximizing the availability, applicability, and usability of SBA programs for Veterans, Service-Disabled Veterans, Reserve Component Members, and their dependents or survivors.

To find the locations of these offices, or to learn more, go to www.sba.gov/sba-direct.

6. Procurement Resources

There are three main resources available for procurement concerns:

- o PTACs (Procurement Technical Assistance Centers): PTACs provide assistance to businesses that want to sell products and services to federal, state, and/or local government. To find a PTAC in your state, go to www.dla.mil/db/procurem.htm.
- o PCRs (Procurement Center Representatives) and CMRs (Commercial Marketing Representatives): PCRs work to increase the small business share of federal procurement awards. CMRs offer many services to small businesses, including counseling on how to obtain subcontracts. To find a PCR or CMR near you, go to www.sba.gov/sba-direct.

Additional Online Resources

- **Department of Defense** (The DoD is the largest purchaser of goods from small businesses): www.acq.osd.mil/sadbu
- **Office of Federal Procurement Policy:** www.whitehouse.gov/omb/procurement
- **Acquisition Forecast:** www.acquisition.gov/comp/procurement_forecasts/index.html
- **Federal Supply Schedule (FSS):** www.gsa.gov
- **GSA Center for Acquisition Excellence:** www.gsa.gov/portal/content/103487

8(a): The 8(a) Business Development Program assists eligible socially and economically disadvantaged individuals develop and grow their business. There is a federal government-wide goal of awarding at least 5 percent of contracting dollars to small disadvantaged businesses (SDBs); and firms approved into the 8(a) BD program are automatically certified as an SDB. Businesses that usually have been in existence for at least two years may be eligible for the nine-year program that includes counseling, training, and potential federal procurement opportunities.

CCR (Central Contractor Registration):

The CCR is an online government-maintained database of companies wanting to do business with the federal government. Agencies search this database for prospective vendors. To register with the CCR, go to www.ccr.gov.

FAR (Federal Acquisition Regulations):

The FAR is the book of official acquisition regulations by which government programs are defined and federal agencies determine the awarding of contracts. To view the complete FAR, go to www.acquisition.gov/far.

GCBD (Government Contracting and Business Development):

The Office of Government Contracting and Business Development is an office within SBA that aims to enhance the effectiveness of small business programs by developing policies, regulations, and statutory changes. Please refer to the official website at www.sba.gov/contracting.

HUBZone (Historically Underutilized Business Zone):

HUBZones are SBA-designated geographic regions that have been historically underutilized. There is a federal government-wide goal of awarding at least 3 percent of contracting dollars to small businesses in HUBZones. In order to be eligible for the HUBZone program, businesses must have their headquarters located in a HUBZone and 35 percent of their employees must reside in a HUBZone.

NAICS (North American Industry Classification):

NAICS codes are six-digit numbers that are used to classify the industry a particular business occupies. You will need at least one NAICS code to complete your

registration, but be sure to list as many as apply. You may also add or change NAICS codes at any time. To find your NAICS code, visit www.census.gov/eos/www/naics/index.html.

Mentor Protégé Program:

The SBA-sponsored Mentor Protégé Program is a subset of the 8(a) Business Development program. Mentor firms are paired with protégé firms to provide managerial and technical assistance to compete successfully for federal contracts. For more information, go to www.sba.gov/8a.

Service-Disabled Veteran-Owned:

The Service-Disabled Veteran-Owned Small Business program is a subset of the Veteran-Owned Small Business program, and has a federal government-wide goal of awarding at least 3 percent of prime and subcontracting dollars to Service-Disabled Veteran-Owned Small Businesses each year.

SIC (Standard Industrial Classification):

SIC codes are four-digit numbers that are used to classify the industry a particular business occupies. While NAICS codes have largely replaced SIC codes, you will still need to provide your SIC code. SIC codes can be found at www.osha.gov/pls/imis/sicsearch.html.

Veteran-Owned: A veteran-owned small business is defined as one that is at least 51 percent owned and controlled by one or more veterans; or, in the case of any publicly owned business, at least 51 percent of the stock is owned by one or more veterans and whose management and daily business operations are controlled by one or more veterans. For more information, go to www.sba.gov/vets.

Women-Owned: A woman-owned small business is defined as one that is at least 51 percent owned and controlled by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock is owned by one or more women and whose management and daily business operations are controlled by one or more women. There is a federal goal of awarding at least 5 percent of contracting dollars to women-owned small businesses each year. For more information, go to www.sba.gov/wosb.

DISASTER RECOVERY & DISASTER ASSISTANCE

Knowing the Types of Assistance Available for Recovery



The disaster program is SBA's largest direct loan program, and the only SBA program for entities other than small businesses. SBA is responsible for providing affordable, timely and accessible financial assistance to homeowners, renters, businesses of all sizes and private, nonprofit organizations following declared disasters. By law, governmental units and agricultural enterprises are ineligible.

The SBA is authorized by the Small Business Act to make two types of disaster loans:

Physical Disaster Loans

Physical Disaster Loans are the primary source of funding for permanent rebuilding and replacement of uninsured or underinsured disaster-caused damages to privately-owned real and/or personal property. SBA's physical disaster loans are available to homeowners, renters, businesses of all sizes and private nonprofit organizations of all sizes. A homeowner may apply for a loan of up to \$200,000 to repair or replace the primary residence to its pre-disaster condition. Homeowners or renters may apply for a loan up to \$40,000 to help repair or replace personal property, such as clothing, furniture or automobiles, lost in the disaster. Businesses and private, nonprofit organizations of any size may apply for a loan up to \$2 million (actual loan amounts are based on the amount of uncompensated damage) to repair or replace real property, machinery, equipment, fixtures, inventory and leasehold improvements.

Economic Injury Disaster Loans

Economic injury disaster loans provide the necessary working capital after a declared disaster until normal operations resume. The law restricts economic injury disaster loans to small businesses,

small agricultural cooperatives and private nonprofit organizations of all sizes. The loan limit for economic injury, as a direct result of the disaster event, is \$2 million. These working capital loans are intended to be made to entities without credit elsewhere, as determined by SBA, to help pay ordinary and necessary operating expenses that would have been payable barring the disaster event. The limit for physical and EIDL loans combined is \$2 million.

Military Reservists Economic Injury Disaster Loans, a type of economic injury loan, are available for up to \$2 million to assist eligible small businesses meet their ordinary and necessary operating expenses that they could have met, but are unable to meet, because an essential employee was "called up" to active duty in his/her role as a military reservist. These loans are intended to provide only the amount of working capital needed by a small business to pay its necessary obligations as they mature until operations return to normal after the essential employee is released from active military duty.

For all disaster loans, SBA can only approve loans to applicants having a credit history acceptable to SBA and who also show the ability to repay the loans. The terms of each loan are established in accordance with each borrower's ability to repay. The law gives SBA several powerful tools to make disaster loans affordable: low-interest rates (around 4 percent), long-terms (up to 30 years), and refinancing of prior liens (in some cases). As required by law, the interest rate for each loan is based on SBA's determination of whether each applicant does or does not have credit available elsewhere (the ability to borrow or use their own resources to overcome the disaster).

More information on all of SBA's disaster assistance programs, including information for military reservists, is available at www.sba.gov/disaster.

Disaster Preparedness

For small businesses, surviving a disaster doesn't begin with clearing the debris and returning to work.

Surviving begins long before the disaster strikes, or before active-duty orders are received – with proper planning. Your planning should include insurance coverage, emergency power, protection of company records, fire safety, medical emergencies, taking care of your employees and continuity planning – how your business will continue during and after the emergency or disaster.

Starting is as easy as clicking on the SBA's Web site at www.sba.gov/prepare. The site includes a wealth of information on the SBA's disaster recovery programs for homeowners, renters, businesses of all sizes and private, nonprofit organizations. There are articles on emergency planning for disasters, descriptions of SBA's programs, and links to government and industry Web sites with great planning information.

Additionally, to help small businesses with their preparedness planning, SBA has teamed up with Agility Recovery Solutions to encourage small businesses to take the necessary steps to protect their employees, important records and their business assets. SBA and Agility have partnered to provide an educational tool for small business owners via the Prepare My Business Web site (www.preparemybusiness.org).

As small businesses are leading America's economic recovery, many of them are investing time and money into their plans to grow and create jobs. Developing a strong disaster preparedness plan should be a critical and integral piece of those efforts. Planning for a disaster is the best way of limiting its effects.

Other helpful sites include:

Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) - www.ready.gov

Red Cross Ready Rating Program - www.readyrating.org and www.redcross.org

ADVOCACY WATCHING OUT FOR YOU

The SBA is Your Voice in Washington



OFFICE OF ADVOCACY

The SBA's Office of Advocacy, the "small business watchdog" of the government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress, the President and federal appellate courts as friends of the court. Advocacy compiles and interprets statistics on small business and is the primary entity within the federal government to disseminate small business data.

Headed by the Chief Counsel for Advocacy, the office also funds outside research of small business issues and produces numerous publications to inform policy makers about the important role of small business in the economy and the impact of government policies on small business. In addition, the office monitors federal agency compliance with the Regulatory Flexibility Act – the law that requires agencies to analyze the impact of their proposed regulations on small entities (including small businesses, small governmental jurisdictions and small nonprofit organizations), and consider regulatory alternatives that minimize the economic burden on small entities.

Advocacy's mission is enhanced by a team of regional advocates, located in the SBA's 10 regions. They are Advocacy's direct link to small business

owners, state and local government entities, and organizations that support the interests of small entities. The regional advocates help identify regulatory concerns of small business by monitoring the impact of federal and state policies at the grassroots level.

Learn more about the Office of Advocacy at www.sba.gov/advo.

U.S. Small Business Administration

Office of Advocacy
Winslow Sargeant
Chief Counsel for Advocacy
409 3rd St. S.W.
Washington, DC 20416
202-205-6533
www.sba.gov/advo

U.S. Small Business Administration

Office of Advocacy
Ngozi Bell, Regional Advocate (Region III)
SBA Office of Advocacy
Parkview Tower
1150 1st Ave., Ste. 1001
King of Prussia, PA
610-382-3093 • 202-481-0200 Fax
Ngozi.bell@sba.gov
www.sba.gov/advo
Serves Delaware, District of Columbia, Maryland, Pennsylvania, Virginia and West Virginia.

OFFICE OF THE NATIONAL OMBUDSMAN

If excessive fines, penalties or unfair regulatory enforcement by federal agencies are problems for your

small business, you have a voice in Washington, D.C., through the SBA's Office of the National Ombudsman.

The Ombudsman receives comments regarding federal regulatory enforcement from small business owners, nonprofit organizations and small government entities. Comments are forwarded to federal agencies for review, and in some cases fines may be lowered or eliminated and decisions changed in favor of the small business owners. Each year the National Ombudsman files a report with the U.S. Congress on the responsiveness of federal agencies regarding their actions of regulatory and compliance enforcement on small businesses.

To request help, send the National Ombudsman a complete Federal Agency Comment Form. You may do this by fax at 202-481-5719; online at the Ombudsman's Web page www.sba.gov/ombudsman; or by mail at 409 Third Street S.W., Mail Code 2120, Washington, DC 20416.

The Ombudsman also coordinates 10 Regional Regulatory Fairness Boards which meet regularly to receive comments about federal regulations affecting small businesses.

Learn more about the National Ombudsman from the Web site above or call 888-REG-FAIR.

OTHER ASSISTANCE

OTHER SOURCES OF ASSISTANCE

Chambers of Commerce

Chambers of Commerce serve as a central location where the local small business community may obtain information, publications and contact information.

AFRICAN-AMERICAN CHAMBER OF COMMERCE OF PENNSYLVANIA, NEW JERSEY AND DELAWARE

1 Penn Center
1617 JFK Blvd., Ste. 889
Philadelphia, PA 19103
215-751-9501 • 215-751-9509 F
Nicole R. Giles, Executive Director
nrgiles@aachamber.org
www.aachamber.org

BETHANY-FENWICK AREA CHAMBER OF COMMERCE

36913 Coastal Hwy.
Fenwick Island, DE 19944
302-539-2100 ext.16 • 302-539-9434 F
Helen Barnaba, Operations Manager
helen@bethany-fenwick.org
www.bethany-fenwick.org

CENTRAL DELAWARE CHAMBER OF COMMERCE

435 N. DuPont Hwy.
Dover, DE 19901
302-734-7513 • 302-678-0189 F
Judy Diogo, President
adminassistant@cdcc.net
www.cdcc.net

CHAMBER OF COMMERCE FOR GREATER MILFORD

5 S. Washington St.
Milford, DE 19963
P.O. Box 805
Milford, DE 19963
302-422-3344 • 302-422-7503 F
www.milfordchamber.com

DELAWARE STATE CHAMBER OF COMMERCE

Small Business Alliance
1201 N. Orange St. Ste. 200
Wilmington, DE 19801
302-655-7221 • 302-654-0691 F
James Wolfe, President and CEO
info@dsc.com
www.dsc.com

GREATER DELMAR CHAMBER OF COMMERCE

P.O. Box 416
Delmar, DE 19940
302-846-3336
John G. Johnson, President
www.delmarchamberofcommerce.com

GREATER GEORGETOWN CHAMBER OF COMMERCE

140 Layton Ave.
Georgetown, DE 19947
302-856-1544 • 302-856-1577 F
Jeanne Dukes, President
info@georgetowncoc.com
www.georgetowncoc.com

GREATER MILLSBORO CHAMBER OF COMMERCE

322 Wilson Hwy.
Millsboro, DE 19966
P.O. Box 187
Millsboro, DE 19966
302-934-6777 • 302-934-6065 F
Sherri Schaaf, President
Millsboro@intercom.net
www.millsborochamber.com

GREATER PHILADELPHIA CHAMBER OF COMMERCE

200 S. Broad St., Ste. 700
Philadelphia, PA 19102-3896
215-545-1234 • 215-790-3600 F
www.greaterphilachamber.com

GREATER SEAFORD CHAMBER OF COMMERCE

304A High St./P.O. Box 26
Seaford, DE 19973
302-629-9690 • 302-629-0281 F
Paula Gunson, Executive Director
admin@seafordchamber.com
www.seafordchamber.com

JUNIOR CHAMBER INTERNATIONAL WORLDWIDE FEDERATION OF YOUNG LEADERS AND ENTREPRENEURS

15645 Olive Blvd.
Chesterfield, MO 63017
636-449-3100
www.jci.cc

LAUREL CHAMBER OF COMMERCE

P.O. Box 696
Laurel, DE 19956
302-875-9319 • 302-875-4660 F
Bob Wheatley, President
info@laurelchamber.com
www.laurelchamber.com

LEWES CHAMBER OF COMMERCE AND VISITOR'S BUREAU

120 King's Hwy./P.O. Box 1
Lewes, DE 19958
302-645-8073 • 302-645-8412 F
877-465-3937
Betsy Reamer, Executive Director
inquiry@leweschamber.com
www.leweschamber.com

MIDDLETOWN AREA CHAMBER OF COMMERCE

216 N. Broad St./P.O. Box 1
Middletown, DE 19709
302-378-7545 • 302-378-6260 F
Roxanne Ferguson, Executive Director
info@middletownareachamber.com
www.middletownareachamber.com

MILTON CHAMBER OF COMMERCE

P.O. Box 61
Milton, DE 19968
302-684-1101 • 302-684-2830 F
Georgia Dalzell, Executive Director
chamber@historicismilton.com
www.historicismilton.com

NATIONAL BLACK CHAMBER OF COMMERCE

1350 Connecticut Ave. N.W., Ste. 405
Washington, DC 20036
202-466-6888 • 202-466-4918 F
info@NationalBCC.org
www.NationalBCC.org

NEW CASTLE COUNTY CHAMBER OF COMMERCE

12 Penns Way
New Castle Corporate Commons
New Castle, DE 19720
302-737-4343 • 302-322-3593 F
Mark Kleinschmidt, President
Bob Chadwick, V.P. Business and Econ. Dev.
info@nccccc.com
www.nccccc.com

REHOBOTH BEACH-DEWEY BEACH CHAMBER OF COMMERCE

501 Rehoboth Ave./P.O. Box 216
Rehoboth, DE 19971-0216
302-227-2233 • 302-227-8351 F
Carol Everhart, CEO/President
rehoboth@beach-fun.com
www.beach-fun.com

U.S. CHAMBER OF COMMERCE

1615 H. St. N.W.
Washington, DC 20062
202-659-6000 or 800-638-6582
www.uschamber.com

U.S. HISPANIC CHAMBER OF COMMERCE

2175 K St. N.W., Ste. 100
Washington, DC 20037
202-842-1212 • 202-842-3221 F
ushcc@ushcc.com
www.ushcc.com

U.S. WOMEN'S CHAMBER OF COMMERCE

1200 G St. N.W., Ste. 800
Washington, DC 20005
888-41-USWCC
www.uswcc.org

Tourism Resources

DELAWARE TOURISM OFFICE

99 Kings Hwy.
Dover, DE 19901
302-739-4271
866-284-7483 • 302-739-5749 F
Linda Parkowski, Tourism Director
www.visitdelaware.gov

DELAWARE TOURISM ALLIANCE

4 Cabot Pl.
Newark, DE 19711
302-655-1552 • 302-239-6648 F
Julie Miro-Wenger
juliemirowenger@gmail.com

DELAWARE HOTEL & LODGING ASSOCIATION

9 E. Lookerman St.
Dover, DE 19901
302-734-4935 • 302-734-1190 F
Barry Kidner
bek@kidner.com
www.delawarelodging.org

GREATER WILMINGTON CONVENTION & VISITORS BUREAU

100 W. 10th St., Ste. 20
Wilmington, DE 19801
302-295-2210 or 800-489-6664
www.VisitWilmingtonDE.com

KENT COUNTY & GREATER DOVER, DELAWARE CONVENTION & VISITORS BUREAU

435 N. DuPont Hwy.
Dover, DE 19901
302-734-1736 or 800-233-KENT
302-734-0167 F
www.visitdover.com
kctc@visitdover.com

SOUTHERN DELAWARE TOURISM CONVENTION & VISITORS BUREAU FOR SUSSEX COUNTY

P.O. Box 240
Georgetown, DE 19947
302-856-1818 or 800-357-1818
Scott Thomas, Executive Director
www.visitsoutherndelaware.com
southdel@visitsoutherndelaware.com

Incubator Programs for Small Businesses

CITY OF WILMINGTON RETAIL INCUBATOR PROGRAM

Shoppes at 827
827 N. Market St. Mall
Wilmington, DE 19801
302-576-2126 • 302-571-4326 F
Loraine Watson, Director
lwatson@wilmingtonde.gov

NEW CASTLE COUNTY EMERGING ENTERPRISE CENTER DELAWARE'S BUSINESS INCUBATOR

New Castle County Chamber of Commerce
12 Penn's Way
New Castle, DE 19720
302-294-2056 • 302-322-3593 F
Michael Tentnowski
tentnowskim@nccccc.com
www.nccccc.com

FOOD BUSINESS INCUBATOR CENTER

Delaware State University College of Business
1200 N. DuPont Hwy.
Dover, DE 19901
302-857-6954 • 302-857-6950 F
Lillie Crawford, Director

OTHER ASSISTANCE

Government Resources

KENT ECONOMIC PARTNERSHIP

435 N. Dupont Hwy.
Dover, DE 19903
302-678-3028 • 302-678-0189 F
director@kentpartnership.org
www.kentpartnership.org

CITY OF DOVER COMMUNITY DEVELOPMENT

15 E. Lookerman St.
Dover, DE 19901
302-736-7175 • 302-736-4217 F
Contact: Tracy Harvey
tharvey@dover.de.us
www.cityofdover.de.us

CITY OF DOVER ECONOMIC DEVELOPMENT OFFICE

101 W. Lookerman St., Ste. 1A
Dover, DE 19904
www.cityofdover.de.us
William G. Neaton, Economic Dev. Mgr.
302-678-4858 • wneaton@dover.de.us
Ed Perez, Downtown Coordinator
302-678-2940 • eperez@dover.de.us

CITY OF NEWARK PLANNING & DEVELOPMENT DEPARTMENT

220 Elkton Rd./P.O. Box 390
Newark, DE 19715-0390
302-366-7030 • 302-366-7160 F
Roy Lopata, Planning Director
rlopata@newark.de.us
www.cityofnewark.de.us

CITY OF WILMINGTON

Louis Redding City/County Bldg.
800 N. French St., 5th Fl.
Wilmington, DE 19801
302-576-2100
www.wilmingtonde.gov

ECONOMIC DEVELOPMENT OFFICE

Louis L. Redding City Council Bldg.
800 French St., 3rd Fl.
Wilmington, DE 19801
302-576 2120
Joseph G. DiPinto, Director
joedipinto@wilmingtonde.gov

SMALL & MINORITY BUSINESS ENTERPRISE OFFICE

Micro Enterprise Program
302-576-2126 • 302-571-4326 F
Loraine Watson, Manager
lwatson@wilmingtonde.gov

EARNED INCOME/BUSINESS LICENSE DIVISION

Department of Finance, 5th Fl.
302-576-2415 or 302-576-2418
302-571-4283 F
www.wilmingtonde.gov

LICENSES/INSPECTIONS

800 French St., City Council Bldg., 3rd Fl.
Wilmington, DE 19801
302-576-3030 • 302-571-4423 F
Anne Kelley-Brown, Compliance Officer
akelley@wilmingtonde.gov

DELAWARE CENTER FOR ENTERPRISE DEVELOPMENT

Delaware State University College of Bus.
1200 N. DuPont Hwy., MBNA Bldg., Ste. 108
Dover, DE 19901
302-857-6954 • 302-857-6950 F
Lillie Crawford, Director
lcrawford@desu.edu
www.desu.edu/dced

GOVERNMENT SUPPORT SERVICES CONTRACTING UNIT

100 Enterprise Pl., Ste. 4
Dover, DE 19904
302-857-4550 • 302-739-3779 F
www.gss.omb.delaware.gov/contracting

DELAWARE DEPARTMENT OF JUSTICE CONSUMER PROTECTION DIVISION

820 N. French St., 5th Fl.
Wilmington, DE 19801
302-577-8600 • 302-577-6630 F
www.state.de.us/attgen/fraud/
consumerprotection/consumerprotection.
htm

DELAWARE DEPARTMENT OF LABOR

4425 N. Market St.
Wilmington, DE 19802
302-761-8008 • 302-761-6621 F
dlabor@state.de.us
www.delawareworks.com

DELAWARE DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL (DNREC) PLANNING & COMPLIANCE ASSISTANCE

89 Kings Hwy.
Dover, DE 19901
302-739-9069 • 302-739-6242 F
Kimberly Chesser, Small Business Ombudsman
kimberly.chesser@state.de.us
www.dnrec.delaware.gov

DELAWARE DEPARTMENT OF STATE DIVISION OF CORPORATIONS

Express Mail:
John G. Townsend Bldg.
401 Federal St., Ste. 4
Dover, DE 19901
Regular Mail:
P.O. Box 898
Dover, DE 19903
302-739-3073 • 302-739-3812/3813 F
www.de.gov

ONLINE FILING/FRANCHISE TAX/UCC FILINGS

302-739-3073
www.delecorp.de.gov/eCorp/contactus

CORPORATE STATUS & INFORMATION ON INTERNET

www.state.de.us/corp/onlinestatus

NAME RESERVATION ON THE INTERNET

https://sos-res.state.de.us/tin/Entity Search.
jsp

DELAWARE DEPARTMENT OF TRANSPORTATION DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

800 Bay Rd.
Dover, DE 19901
302-760-2035 • 302-739-2254 F
Travis Crawford, Program Manager
travis.crawford@state.de.us
www.deldot.gov or
http://deldot.gov/information/business/dbel/
index.shtml

DELAWARE DIVISION OF LIBRARIES

121 Duke of York St.
Dover, DE 19901
800-282-8696 or 302-739-4748
302-739-6787 F
www.state.lib.de.us

DELAWARE DIVISION OF PUBLIC HEALTH

417 Federal St.
Dover, DE 19901
302-744-4700 • 302-739-6659 F
www.delaware.gov

DELAWARE DIVISION OF REVENUE

820 N. French St., 8th Fl.
Wilmington, DE 19801
302-577-8200 • 302-577-8202 F
Selena Gardner
selena.gardner@state.de.us
www.state.de.us/revenue

THE DELAWARE ECONOMIC DEVELOPMENT OFFICE

(DEDO) supports small businesses and emerging technology start-ups, from inception and forward. DEDO offers specialized resources for tech-based companies, including funding opportunities and workforce recruitment and training, designed to jump-start your existing Delaware business or start-up to success. Delaware Economic Develop. Office
99 Kings Hwy.
Dover, DE 19901
302-739-4271 • 302-739-5749 F
Alan Levin, Director
alan.levin@state.de.us

WILMINGTON OFFICE:

820 N. French St.
Wilmington, DE 19801
302-577-8496 • 302-577-8499 F
Ken Anderson, Director, Entrepreneurial and Small Business Dev. Center of Excellence
kenneth.r.anderson@state.de.us
Sonia Aguilar, Acting Dir. of Workforce Dev.
sonia.aguilar@state.de.us
www.dedo.delaware.gov/Entrepreneurs.shtml

Joe Zilcosky, Business Development Leader,
Kent County
820 N. French St.
Wilmington, DE 19801
302-577-8708
joe.zilcosky@state.de.us

Melody Booker, Business Development
Leader, Sussex County
99 Kings Hwy
Dover, DE 19901
302-672-6840
Melody.booker@state.de.us

DELAWARE INSURANCE DEPARTMENT

841 Silver Lake Blvd.
Dover, DE 19904
302-674-7300
Mitch Crane
www.state.de.us/inscom

SMALL BUSINESS CAUCUS

Delaware House of Representatives
302- 577-8476 • 302-577-6701 F
www.dehousedems.com

SUSSEX ECONOMIC DEVELOPMENT ACTION COMMITTEE (SEDAC)

Patti Grimes, President
www.sedac-de.org

Main Street Communities

DELAWARE MAIN STREET PROGRAM DELAWARE ECONOMIC DEVELOPMENT OFFICE

99 Kings Hwy.
Dover, DE 19901
302-739-4271 • 302-739-2028 F
Diane Laird, State Coordinator
diane.laird@state.de.us
http://mainstreet.visitdelaware.com
Delaware Main Street's mission is to provide Delaware's historic downtowns, communities, and small businesses with tools to revitalize their commercial districts, increase entrepreneurial opportunity and enhance quality of place.

DELAWARE CITY MAIN STREET DELAWARE CITY, INC.

60 Clinton St./P.O. Box 23
Delaware City, DE 19706
302-838-8740 • 302-832-5545 F
Paul Morrill, Board President
pmorrill@ci.delaware-city.de.us
www.delawarecity.info

DOWNTOWN DOVER PARTNERSHIP

101 West Lookerman St., Ste. 1A
Dover, DE 19904
302-678- 2940 • 302-678-2132 F
Ed Perez
edperez@doverde.net
www.downtowndoverpartnership.com

MAIN STREET WILMINGTON

409 N. Orange St./P.O. Box 2000
Wilmington, DE
302-425-5373 • 302-425-4178 F
Will Minster
wminster@downtownvisions.org
www.mainstreetwilmingtonde.org

OTHER ASSISTANCE

MIDDLETOWN MAIN STREET

19 W. Green St.
Middletown, DE 19709
302-378-2977 • 302-378-5672 F
Tracy Skrobot, Program Manager
tskrobot@middletownde.org
www.middletownde.org

MILFORD

DOWNTOWN MILFORD, INC.

7 S. Washington St.
Milford, DE 19963
302-839-1180
Beth Durham, Program Manager
beth@downtownmilford.org
www.downtownmilford.org

DOWNTOWN NEWARK PARTNERSHIP CITY OF NEWARK

220 Elkton Rd.
Newark, DE 19711
302-366-7030 • 302-366-7160 F
Maureen Feeney Roser
mfraser@newark.de.us
www.cityofnewarkde.us
www.enjoydowntownnewark.com

REHOBOTH BEACH MAIN STREET

28 Lake Ave./P.O. Box 50
Rehoboth, DE 19971
302-227-2772 • 302-227-0149 F
Jennifer Barger, Executive Director
jenny@downtownrehoboth.com
www.downtownrehoboth.com

GREATER BRANDYWINE VILLAGE

1901 N. Market St.
Wilmington, DE 19802
302-571-9050 • 302-651-3470 F
Steve Kuzmicki, Executive Director
skuzmicki@brandywinevillage.org
www.brandywinevillage.org

INTERNAL REVENUE SERVICE SMALL BUSINESS AND SELF EMPLOYED ONE-STOP RESOURCE

www.irs.gov/businesses

LOCAL OFFICES:

844 King St.
Wilmington, DE 19801
302-573-6343

300 S. New St.
Dover, DE 19904
302-678-2784

21309 Berlin Rd., Unit 13
Georgetown, DE 19947
302-855-0309

KENT COUNTY LEVY COURT

Kent County Administrative Complex
555 Bay Rd.
Dover, DE 19901
302-744-2300
www.co.kent.de.us

NEW CASTLE COUNTY GOVERNMENT CENTER

87 Reads Way
New Castle Corporate Commons
New Castle, DE 19720
302-395-5555 • 302-395-5545 F
www.co.new-castle.de.us

NCC DEPARTMENT OF LAND USE

CRA/Complaints 302-395-5555
Customer Service 302-395-5400
Inspection Scheduling 302-395-5515

NCC PURCHASING DIVISION

302-395-5250
www.co.new-castle.de.us/purchrfp

NEW CASTLE COUNTY ECONOMIC DEVELOPMENT COUNCIL

12 Penn's Way
New Castle, DE 19720
302-294-2058 • 302-737-8450 F
Bob Chadwick, Vice President of Business
and Economic Development
chadwickb@ncccdc.com
www.ncccdc.com

STATE TREASURER'S OFFICE

820 Silver Lake Blvd., Ste. 100
Dover, DE 19904
302-672-6700 • 302-739-2274 F
Chip Flowers, State Treasurer
statetreasurer@state.de.us
www.treasury.Delaware.gov

SUSSEX COUNTY

2 The Circle
Georgetown, DE
302-855-7700
www.sussexcountyde.gov
Assessment 302-855-7824
Building Code 302-855-7860
Planning & Zoning 302-855-7878

SUSSEX COUNTY OFFICE OF ECONOMIC DEVELOPMENT

21911 Rudder Ln.
P.O. Box 589
Georgetown, DE 19947
302-855-7793 • 302-855-7805 F
Julie Wheatley
jwheatley@sussexcountyde.gov
www.sussexcountyde.gov

USDA RURAL DEVELOPMENT BUSINESS AND COMMUNITY PROGRAMS

1221 College Park Dr., Ste. 200
Dover, DE 19904
302-857-3625 • 302-857-3535 F
302-857-3585 TTY
Denise E. MacLeish
Denise.macleish@de.usda.gov
www.rurdev.usda.gov

U.S. DEPARTMENT OF COMMERCE MINORITY BUSINESS DEVELOPMENT AGENCY

Philadelphia Regional Enterprise Center
600 Arch St., Ste. 10128
Philadelphia, PA 19106
215-861-3597 • 215-861-3595 F
Alfonso Jackson, Business Dev. Spec.
ajackson@mbda.gov
www.mbda.gov

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT

One Rodney Sq.
920 King St., Ste. 404
Wilmington, DE 19801
302-573-6300 • 302-573-6259 F
Contact: John Magee
john.magee@hud.gov
www.hud.gov or www.hud.gov/delaware

U.S. DEPARTMENT OF LABOR VETERAN EMPLOYMENT & TRAINING

4425 N. Market St. Annex, Ste. 108
Wilmington, DE 19802
302-761-8139 • 302-761-4676 F
David B. Rich, Director
dlabor@state.de.us
www.dol.gov/vets

U.S. ENVIRONMENTAL PROTECTION AGENCY

Business Assistance Center (3EA40)
1650 Arch St.
Philadelphia, PA 19103
800-228-8711 • 215-814-2783 F
David Byro, Small Business Liaison
www.epa.gov/regiona03/sbac

U.S. EXPORT ASSISTANCE CENTER (USEAC)

U.S. Small Business Administration (SBA)
601 Walnut St., Ste. 580 West
Philadelphia, PA 19106
215-597-6110 • 202-481-5216 F
Robert Elsas, Regional Manager
robert.elsas@trade.gov
www.sba.gov/international

U.S. FOOD AND DRUG ADMINISTRATION

U.S. Customs House, Rm. 900
200 Chestnut St.
Philadelphia, PA 19106
215-715-3071 • 215-857-3535 F
Contact: Steven Carter
steven.carter@fda.hhs.gov
www.fda.gov

U.S. INTERNAL REVENUE SERVICE

Small Business Division
31 Hopkins Plz.
Baltimore, MD 21201
410-962-7969
www.irs.ustreas.gov

Business Organizations

AMERICAN HOTEL AND LODGING ASSOCIATION

1201 New York Ave., Ste. 600
Washington, DC 20005
202-289-3100 or 202-289-3199
eiinfo@ahla.com
www.ahla.com

AMERICAN INSTITUTE OF ARCHITECTS

1735 New York Ave. N.W.
Washington, DC 20006
202-626-7300 or 800-AIA-3837
202-626-7547 F
info@central@aia.org
www.aia.org

AMERICAN MARKETING ASSOCIATION

311 S. Wacker Dr., Ste. 5800
Chicago, IL 60606
800-AMA-1150 or 312-542-9000
312-542-9000 F
www.marketingpower.com

THE AMERICAN SMALL BUSINESS COALITION

1750 Tysons Blvd., Ste. 1500
McLean, VA 22102
800-422-4960 • 410-381-7378 F
410-381-7378 ext. 112
info@theasbc.org
www.theasbc.org

ASSOCIATED BUILDERS AND CONTRACTORS

31 Blevins Dr., Ste. B
Airport Industrial Park
New Castle, DE 19720
302-328-1111 • 302-323-1122 F
ecapodanno@abdcdelaware.com
www.abdcdelaware.com

BETTER BUSINESS BUREAU OF DELAWARE

60 Reads Way
New Castle, DE 19720
302-230-0108 • 302-230-0116 F
Christine Sauers, President
info@delawarebbb.org
www.delawarebbb.org

BIOTECHNOLOGY INDUSTRY ORGANIZATION

1201 Maryland Ave. S.W., Ste. 900
Washington, DC 20024
202-962-9200 • 202-488-6301 F
info@bio.org
www.bio.org

CLAYMONT BUSINESS OWNERS ASSOCIATION

902 Harvey Rd., #A
Claymont, DE 19703
302-798-2732
Brett Saddler
www.claymontdevelopment.org

OTHER ASSISTANCE

COALITION OF ORGANIZATIONS FOR DELAWARE ENTREPRENEURS (CODE)

c/o DFLI-DE Money School
3301 Green St.
Claymont, DE 19703
302-792-1200 • 302-792-1050 F
Karen Graham
karen@dfli.org
www.delawarecode.org

COMMERCIAL INDUSTRIAL REALTY COUNCIL

P.O. Box 1789
Wilmington, DE 19899
302-633-1705 • 302-633-1706 F
Janet Pippert, Business Manager
janet@circdelaware.org
www.circdelaware.net

COMMITTEE OF 100

704 N. King St., Ste. 512
Wilmington, DE 19801
302-654-6115 • 302-654-1556 F
Paul H. Morrill Sr.
pmorrill@committeeof100.com
www.committeeof100.com

DELAWARE ASSOCIATION OF REALTORS

134 E. Water St.
Dover, DE 19901
302-734-4444 • 302-734-1341 F
Denise Tatman
info@delawarerealtor.com
www.delawarerealtor.com

DELAWARE AUTOMOBILE & TRUCK DEALERS ASSOCIATION

32 W. Loockerman St., Ste. 101C
Dover, DE 19904
302-734-3127 • 302-734-5402 F

DELAWARE BANKERS ASSOCIATION

8 W. Loockerman St., Ste. 200/P.O. Box 781
Dover, DE 19903
302-678-8600 • 302-678-5511 F
Dave Bakerian, President/CEO
david.bakerian@debankers.com
www.debankers.com

DELAWARE BIOTECH INSTITUTE

1 Innovation Way, Ste. 300
Newark, DE 19711
302-452-1104 • 302-452-1101 F
Alok Patel, Marketing Coordinator
Info@delawarebio.org
www.delawarebio.org

DELAWARE COMMUNITY REINVESTMENT ACTION COUNCIL, INC.

601 N. Church St.
Wilmington, DE 19801
302-654-5024
Rashmi Rangan, Executive Director
rashmi@dcrac.org
www.dcrac.org

DELAWARE CONTRACTORS ASSOCIATION

527 Stanton – Christiana Rd.
Newark, DE 19713
P.O. Box 6520
Wilmington, DE 19804-0120
302-994-7442 • 302-994-8185 F
John Casey, Sr.
www.e-dca.org

DELAWARE FINANCIAL LITERACY INSTITUTE

Delaware Money School
3301 Green St.
Claymont, DE 19703
302-792-1200 or 302-792-1050
Ronni Cohen, Executive Director
ronni@dfli.org
www.delawaremoneyschool.com

DELAWARE MANUFACTURING EXTENSION PARTNERSHIP

400 Stanton-Christiana Rd., Ste. A158
Newark, DE 19713
302-283-3131
Steve Quindlen
squindlen@demep.org
www.demep.org

DELAWARE RESTAURANT ASSOCIATION

P.O. Box 8004
Newark, DE 19714
866-DRA-2545 • 302-738-2546 F
Carrie Leishman, President/CEO
delrestadmin@gmail.com
www.delawarereastaurant.org

DELAWARE RETAIL COUNCIL

1201 N. Orange St., Ste. 200/P.O. Box 671
Wilmington, DE 19801
302-576-6578 • 302-654-0691 F
Greg Gross, Executive Director
ggross@dsc.com
www.dsc.com

DELAWARE SOCIETY OF CPAS

8 The Commons
3512 Silverside Rd.
Wilmington, DE 19810
302-478-7442 • 302-478-7412 F
www.dscpa.org

DELAWARE STATE BAR ASSOCIATION

301 N. Market St.
Wilmington, DE 19801
302-658-5279 • 302-658-5212 F
800-292-7869 Kent and Sussex Co.
www.dsba.org

DELAWARE STATE DENTAL SOCIETY

200 Continental Dr., Ste. 111
Newark, DE 19713
302-368-7634 • 302-368-7669 F
www.delawarestatedentalsociety.org

DELAWARE TECHNOLOGY PARK, INC.

1 Innovation Way, Ste. 300
Newark, DE 19711
302-452-1100 • 302-452-1101 F
J. Michael Bowman, Chairman and President
mike.bowman@deltechpark.org
www.deltechpark.org

DELAWARE TRIAL LAWYERS ASSOC.

913 Market St., Ste. 315
Wilmington, DE 19801
302-421-2801 • 302-421-2803 F
Carolyn Donofrio, Executive Director
www.dtlaw.org

DELACCESS CONSORTIUM

1 Innovation Way, Ste. 304
Newark, DE 19711
302-266-6150 • 302-861-1409 F
info@delaccess.org
www.delaccess.org

DELMARVA POULTRY INDUSTRY, INC.

16686 County Seat Hwy.
Georgetown, DE 19947-4881
302-856-9037 • 302-856-1845 F
Bill Satterfield, Executive Director
dpi@dpickicken.com
www.dpickicken.org

DIRECT MARKETING ASSOCIATION

1120 Avenue of Americas
New York, NY 10036
212-768-7277 • 212-302-6714 F
customerservice@the-dma.org
www.the-dma.org

EARLY STAGE EAST

Three Mill Rd., Ste. 201A
Wilmington, DE 19806
302-777-2460 • 302-777-1620 F
Dana Kaess, Executive Director
info@earlystageeast.org
www.earlystageeast.org

ENTREPRENEUR RESOURCE CENTER FIRST STATE COMMUNITY ACTION AGENCY, INC.

Stanford L. Bratto Bldg.
308 N. Railroad Ave.
Georgetown, DE 19947
302-856-7761 • 302-856-2599 F
Contact: Bernice Edwards, Executive Director
bedwards@firststatecaa.org
www.firststatecaa.org

THE FAMILY BUSINESS INSTITUTE

4700 Homewood Ct., Ste. 340
Raleigh, NC 27609
877-326-2493 • 919-783-1892 F
info@familybusinessinstitute.com
www.familybusinessinstitute.com

FIRST STATE COMMUNITY LOAN FUND

Community Service Bldg.
100 W. 10th St., Ste. 1005
Wilmington, DE 19801
302-652-6774 • 302-656-1272 F
Van Hampton, Executive Director
dlee@firststateloan.org
www.firststateloan.org

FIRST STATE INNOVATION

901 Market St., Ste. 1400
Wilmington, DE 19801
302-888-5756 • 302-888-5700 F
info@firststateinnovation.org
www.firststateinnovation.org

HOME BUILDERS ASSOCIATION OF DELAWARE

1600 N. Little Creek Rd.
Dover, DE 19901
302-678-1520 • 302-444-8068 F
Mark Grahne, President
info@hbade.org
www.hbade.org

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5050 Ritter Rd./P.O. Box 2023
Mechanicsburg, PA 17055
800-998-9644 or 717-795-9100
717-795-8347 F
Pamela Smith, Executive Director
aalto@iid.org
www.iid.org

INTERNATIONAL ASSOCIATION OF HOME BUSINESS ENTREPRENEURS

5945 Cornhusker Hwy., Ste. A
Lincoln, NE 68507
402-434-8480 • 402-434-8483 F
mail@IAHBE.org
www.iahbe.org

LIFE SKILL TRAINING/SMALL BUSINESS ADVOCACY PROGRAM

First State Community Action Agency
308 N. Railroad Ave.
Georgetown, DE 19947
302-856-7761 ext.130
302-856-2599 F
Bernice Edwards, Executive Director
bedwards@firststatecaa.org
www.firststatecaa.org

MARYLAND/DELAWARE/DC PRESS ASSOCIATION

2191 Defense Hwy., Ste. 300
Crofton, MD 21114
410-721-4000 • 410-721-4557 F
Jack Murphy, Executive Director
info@mddcpress.com
www.mddcpress.com

MEDICAL SOCIETY OF DELAWARE

900 Prides Crossing
Newark, DE 19713
302-366-1400 • 302-366-1354 F
info@medsodel.org
www.medsodel.org

NATIONAL ASSOCIATION OF MANUFACTURERS

1331 Pennsylvania Ave. N.W., Ste. 600
Washington, DC 20004
202-637-3000 • 202-637-3182 F
manufacturing@nam.org
www.nam.org

NATIONAL ASSOCIATION FOR THE SELF-EMPLOYED

P.O. Box 241
Annapolis Junction, MD 20701-0241
800-649-6273 • 800-551-4446 F
www.nase.org

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NATIONAL ASSOCIATION OF SMALL DISADVANTAGED BUSINESSES

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Savannah, GA 31406
912-692-1168
Hank Wilfong Jr., President
www.nasdb.org

NATIONAL ASSOCIATION OF WHOLESALE-DISTRIBUTORS

1325 G St., Ste. 1000
Washington, DC 20006
202-872-0885 • 202-785-0586 F
naw@nawd.org
www.nawd.org

NATIONAL CONTRACT MANAGEMENT ASSOCIATION

21740 Beaumeade Cir., Ste. 125
Ashburn, VA 20147
571-382-0082 • 703-448-0939 F
Local Contact: Susan Bailey
Susan.bailey@dover.af.mil
302-677-2184
www.ncmahq.org

NATIONAL FEDERATION OF INDEPENDENT BUSINESS (NFIB)

40 E. Main St., #140
Newark, DE 19711
800-247-9103 • 302-734-1190 F
Ellen Valentino, State Director
Ellen.valentino@NFIB.org
www.NFIB.org

NATIONAL RESTAURANT ASSOCIATION

1200 17th St. N.W.
Washington, DC 20036
202-331-5900 or 800-424-5156
202-331-2429 F
www.restaurant.org

NATIONAL RETAIL FEDERATION

325 7th St. N.W., Ste. 1100
Washington, DC 20004
800-673-4692 • 202-737-2849 F
www.nrf.com

NATIONAL SMALL BUSINESS ASSOCIATION

1156 15th St. N.W., Ste. 1100
Washington, DC 20005
800-345-6728 • 202-872-8543 F
Todd McCracken, President
tmccracken@nsbu.org

PUBLIC RELATIONS SOCIETY OF AMERICA

33 Maiden Ln., 11th Fl.
New York, NY 10038
William Murray, President
212-460-1400 • 212-995-0757 F
www.prsa.org

RIVERFRONT DEVELOPMENT CORPORATION OF DELAWARE

Chase Center on the Riverfront
815 Justison St.
Wilmington, DE 19801
302-425-4890 • 302-425-4897 F
Michael Purzycki, Executive Director
info@riverfrontwilm.com
www.riverfrontwilm.com

SMALL BUSINESS ALLIANCE DELAWARE STATE CHAMBER OF COMMERCE

1201 N. Orange St., Ste. 200
Wilmington, DE 19801
302-655-7221 • 302-654-0691 F
www.dscc.com

SMALL BUSINESS & ENTREPRENEURSHIP COUNCIL

2944 Hunter Mills Rd., Ste. 204
Oakton, VA 22124
703-242-5840 • 703-242-5841 F
Karen Kerrigan, President
info@sbecouncil.org
www.sbecouncil.org

UNIVERSITY OF DELAWARE OFFICE OF ECONOMIC INNOVATION & PARTNERSHIPS

Hulihen Hall
Newark, DE 19716
David Weir, Director
302-831-7140
dsweir@udel.edu

WILMINGTON ECONOMIC DEVELOPMENT CORP. (WEDCO)

Community Services Bldg.
100 W. 10th St., Ste. 706
Wilmington, DE 19801
302-571-9088 • 302-652-5679 F
William Abernethy, Exec. Director
wabernethy@wedco.org
www.wedco.org

WILMINGTON RENAISSANCE CORP. (WRC)

100 W. 10th St., Ste. 206
Wilmington, DE 19801
302-425-5500 • 302-425-2485 F
Carrie W. Gray, Managing Director
carriegrays@downtownwilmington.com
www.downtownwilmington.com

WORLD TRADE CENTER DELAWARE

702 West St.
Wilmington, DE 19801
302-656-7905 • 302-656-7956 F
Rebecca Faber, Executive Director
info@wtcd.com
www.wtcd.com

YOUNG PRESIDENTS' ORGANIZATION

600 E. Las Colinas Blvd., Ste. 1000
Irving, TX 75039
972-587-1500 or 800-773-7976
AskYPO@YPO.org
www.ypo.org

Minority Business Organizations

CHINESE AMERICAN COMMUNITY CENTER

P.O. Box 849
Hockessin, DE 19707
302-239-0432 • 302-239-1067 F
cacc_de@hotmail.com
www.caccdelaware.org

DELAWARE OFFICE OF MINORITY AND WOMEN BUSINESS ENTERPRISE

Haslet Armory
122 William Penn St., 3rd Fl.
Dover, DE 19901
302-857-4554 • 302-677-7086 F
www.state.de.us/omwbe

THE INDO-AMERICAN ASSOCIATION OF DELAWARE (IAAD)

113 Jupiter Rd.
Newark, DE 19711
iaadnews@gmail.com
www.iaadelaware.org

LA ESPERANZA

216 N. Race St.
Georgetown, DE 19947
302-854-9262 • 302-854-9277 F
Zaida Guajardo, Executive Director
info@laesperanza.org
www.laesperanza.org

LATIN AMERICAN COMMUNITY CENTER

403 N. Van Buren St.
Wilmington, DE 19805
302-655-7338 • 302-655-7334 F
Maria Matos, Executive Director
www.thelatincenter.org

THE METROPOLITAN WILMINGTON URBAN LEAGUE, INC.

100 W. 10th St., Ste. 710
Wilmington, DE 19803
302-622-4300 • 302-622-4303 F
info@mwul.org
www.mwul.org

MINORITY SUPPLIER DEVELOPMENT COUNCIL OF PA-NJ-DE

42 S. 15th St., Ste. 1400
Philadelphia, PA 19102
215-569-1005 • 215-569-2667 F
info@msdc-panjde.org
www.msdc-panjde.org

Women's Business Organizations

ASSOCIATION FOR WOMEN IN COMMUNICATIONS

3337 Duke St.
Alexandria, VA 22314
703-370-7436 • 703-342-4311 F
Pamela Valenzuela, Executive Director

info@womcom.org
www.womcom.org

BUSINESS WOMEN'S NETWORK OF DELAWARE

www.bwnde.com

CENTER FOR WOMEN'S BUSINESS RESEARCH

1760 Old Meadow Road, Suite 500
McLean, VA 22102
info@womensbusinessresearch.org
www.womensbusinessresearch.org

DELAWARE COMMISSION FOR WOMEN

The Carvel St. Bldg.,
820 N. French St., 4th Fl.
Wilmington, DE 19801
302-577-5287 • 302-577-7113 F
Romona S. Fullman, Executive Director
www.commissionforwomen.delaware.gov

DELAWARE OFFICE OF MINORITY AND WOMEN BUSINESS ENTERPRISE OFFICE OF MANAGEMENT & BUDGET

Haslet Armory
122 William Penn St.
Dover, DE 19901
302-739-4206 • 302-739-5661 F
L. Jay Burks, Executive Director
ljay.burks@state.de.us
www.omwbe.delaware.gov

FORUM FOR EXECUTIVE WOMEN

P.O. Box 1796
Wilmington, DE 19899-1796
302-792-0100 • 302-792-0111 F
deforum@aol.com
www.fewde.com

NATIONAL ASSOCIATION FOR FEMALE EXECUTIVES

60 E. 42nd St., Ste. 2700
New York, NY 10165
www.nafe.com

NATIONAL ASSOCIATION OF WOMEN BUSINESS OWNERS (NABWO DELAWARE, INC.)

P.O. Box 4657
Greenville Station
Greenville, DE 19807
302-559-9080
info@nawbodelaware.org
www.nawbodelaware.org

NATIONAL ASSOCIATION OF WOMEN IN CONSTRUCTION (NAWIC) CHAPTER 96

265 Bear-Christiana Rd.
Bear, DE 19701
302-322-6161
Cheryl Fearn, President
www.nawic.org

NATIONAL COALITION OF 100 BLACK WOMEN DELAWARE CHAPTER

100 W. 10th St., Ste. 1004
Wilmington, DE 19801
302-658-0410
Enid Simms, President
www.nc100bwde.org

NETWORK TO ENCOURAGE WOMEN'S SUPPORT (NEWS) NEWS4WOMEN

P.O. Box 4285
Greenville Station
Greenville, DE 19807
302-388-2885
info@news4women.org

OTHER ASSISTANCE

THE FAMILY & WORKPLACE CONNECTION WILMINGTON OFFICE

2005 Baynard Blvd.
Wilmington, DE 19802
302-658-5177 • 302-479-1693 F
www.familyandworkplace.org

DOVER OFFICE

91 Wolf Creek Blvd.
Dover, DE 19901
302-674-8384 • 302-678-5364 F
www.familyandworkplace.org

UNIVERSITY OF DELAWARE OFFICE OF WOMEN'S AFFAIRS

305 Hulihan Hall
Newark, DE 19716
302-831-8063 • 302-831-2063 F
www.udel.edu/OWA

WILMINGTON WOMEN IN BUSINESS (WWB)

P.O. Box 100
Hockessin, DE 19707
302-656-4411 • 610-347-0438 F
Cindy Cheyney
office@wwb.org • www.wwb.org

WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL

1120 Connecticut Ave. N.W., Ste. 1000
Washington, DC 20036
202-872-5515
info@wbenc.org • www.wbenc.org

WOMEN PRESIDENTS' ORGANIZATION

155 E. 55th St., Ste. 4-H
New York, NY 10022
212-688-4114 • 212-688-4766 F
Marsha Firestone, President
mfirestone@womenpresidentsorg.com
www.womenpresidentsorg.com

YWCA DELAWARE CENTER FOR WOMEN'S ENTREPRENEURSHIP

(SBA Women's Business Center)
The Robscott Bldg.
153 E. Chestnut Hill Rd.
Newark, DE 19713
302-224-4060 • 302-224-4057 F
Deborah Bromiley, Director
dbromiley@ywcade.org
www.ywcade.org

CENTRAL DELAWARE OFFICE

302-465-6870
Bobbie Schmittinger
bschmittinger@ywcade.org

SOUTHERN DELAWARE OFFICE

20161 Office Cir., Ste. B
Georgetown, DE 19947
302-253-0684
Brenda Whitehurst
bwhitehurst@ywcade.org

Credit Bureaus

TRANSUNION:

P.O. Box 6790
Fullerton, CA 92834-6790
800-680-7289
www.transunion.com

EQUIFAX:

P.O. Box 740241
Atlanta, GA 30374-0241
800-525-6285
www.equifax.com

EXPERIAN:

P.O. Box 9532
Allen, TX 75013
1-888-EXPERIAN (397-3742)
www.experian.com

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Salisbury, MD 21801
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1720 Marlton Pike E.
Cherry Hill, NJ 08003
856-751-0908 • 856-751-0861 F

BORREGO SPRINGS BANK (X)

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Panama City Beach, FL 32407
866-644-0042 • 866-717-7718 F

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PA 18912
215-345-8520

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Jimmy Jarrell
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620 W. Germantown Pike, Ste. 350
Plymouth Meeting, PA 19462
610-884-4213

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Georgetown, DE 19947
302-855-2406 • 302-855-2421 F
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Wilmington, DE 19810
302-475-5545 • 302-475-1262 F

M&T TRUST COMPANY (S)

One M&T Plz., 17th Fl.
Buffalo, NY 14203
716-839-8738

METRO BANK

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Harrisburg, PA 19711
888-937-0004

NATIONAL PENN BANK (S)

100 E. Lancaster Ave.
Downington, PA 19335
610-269-2800

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Wilmington, DE 19801
302-429-1634

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Newton, PA 18940
215-497-8519



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Sue Malone
165 Lennon Ln., Ste. 101
Walnut Creek, CA 94598
877-675-0500 • 925-296-0510 F

SUSQUEHANNA BANK PA (S)

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York, PA 17402
717-755-6414 • 717-753-6419 F

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2035 Limestone Rd.
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302-683-6810 • 302-683-6889 F

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64 Old Hwy. 22
Clinton, NJ 08809
908-730-7630 • 908-713-4391 F

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Rockwood Office Park
Wilmington, DE 19809
302-765-5510

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500 Delaware Ave., 12th Fl.
Wilmington, DE 19801
302-654-2414 • 302-571-7237 F

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Wilmington, DE 19890
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4899 Limestone Rd.
Wilmington, DE 19808
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Dover, DE 19901
302-735-2012 • 302-735-8277 F

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Wilmington, DE 19801
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302-884-6981 • 302-656-6681 F

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Salisbury, MD 21801
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CECIL BANK

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Elkton, MD 21922
410-392-3128

COMERICA BANK

55 River St.
Santa Cruz, CA 95060
512-427-7113 • 512-427-7145 F

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Jack Biddle
16982 Kings Hwy.
Lewes, DE 19958
302-348-8600 • 302-348-8610 F

COMMUNITY SOUTH SMALL BUSINESS LENDING (S)

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Raleigh, NC 27612
877-287-3722 • 919-836-9942 F

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Lynne Schaefer
1075 Silver Lake Blvd.
Dover, DE 19904
302-678-8000

EAGLE ONE FEDERAL CREDIT UNION

3512 Philadelphia Pike
Claymont, DE 19703
302-798-7749

EASTON BANK & TRUST (S)

501 Idlewild Ave.
Easton, MD 21601
410-819-0300 • 410-819-8091 F

THE FELTON BANK

120 W. Main St./P.O. Box 266
Felton, DE 19943
302-284-4600 • 302-284-1606 F

FIRST BANK OF DELAWARE

5301 Limestone Rd., Ste. 106
Wilmington, DE 19808
302-239-0595 • 302-239-0596 F

FIRST NATIONAL BANK OF WYOMING

Paul Hughes
120 W. Camden-Wyoming Ave.
Wyoming, DE 19934
302-697-2666 • 302-697-2857 F

FIRST CHATHAM BANK

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912-629-2900

FIRST TENNESSEE BANK

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Memphis, TN 38103
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Dallas, TX 75252
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GE CAP. SMALL BUS. FIN. CORP.

104 Temple Terrace
Wilmington, DE 19805
800-447-2025 • 314-205-3891 F

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610-269-2800

HERITAGE WEST BANK

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800-662-9522

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Philadelphia, PA 19107
215-592-7478 • 215-592-9492 F

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Oakland, CA 94612
925-899-8449 • 925-831-3217 F

MIDCOAST COMMUNITY BANK

Brian Bailey
Diane Wood
5161 W. Woodmill Dr., Ste. 15
P.O. Box 6085
Wilmington, DE 19804
302-250-4366 • 302-998-8156 F

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